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Master's Thesis of Public Administration

**The Impact of Public Service
Reform on Service Quality and
Customer Satisfaction in the Ministry
of iTaukei Affairs:**

**A Case Study of Ten Districts (Tikinas) in the West
of Viti Levu**

서비스 품질과 서비스 만족에 대한
피지 원주민부처 행정서비스 개혁의
영향에 대한 연구:

비티 데부 서쪽 10개 구역 사례를 중심으로

August 2016

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ABSTRACT

The Impact of Public Service Reform on Service Quality and Customer Satisfaction in the Ministry of iTaukei Affairs:

A Case Study of Ten Districts (Tikinas) in the West of Viti Levu

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Governments plan and implement Public Service Reforms (PSRs), an intervention tool that is aimed at transforming the public service to become more responsible, dynamic and efficient. PSRs in Fiji emerged since the late twentieth century, yet in 2008, Fiji's State of the Nation and Economy (SNE) Report still criticized the Fijian civil service as ineffective and inefficient, combined with a lack of established service standards, transparency and accountability, ineffectual leadership, and low productivity.

The Peoples Charter for Change, Peace and Progress (PCCPP) was then formulated to address these issues, outlining eleven key pillars that were aligned to the findings and recommendations of the SNE Report. Over the past five years since 2009, the Fijian government has worked in accordance with the RDSSSED (2009 – 2014) to fulfill government objectives through

implementation of the way forward in each pillars of the PCCPP.

This study centers specifically on Pillar 4 – related reforms that the Ministry of iTaukei Affairs (MTA) have implemented from 2009 to 2014 in order to achieve efficiency, performance effectiveness and service delivery. The study, thus, investigates the extent to which these reforms have improved service quality and whether or not this has consequently led to an increase in customer satisfaction, using the SERVQUAL model.

The survey method was utilized to collect data from 101 services; and (ii) accidental (or convenience) sampling whereby the respondents' residential location was chosen considering the ease of access. Other quantitative and qualitative data were sourced from available secondary sources.

Using a paired samples t - test, the study found statistical differences in the sample mean by comparing the responses of those that visited the MTA prior to 2009 and after 2011. Additionally, customer perception of service quality and satisfaction was comparatively high following the reforms, i.e. the period after 2011 than prior to 2009. The policy implications of the findings and recommendations have been discussed in the study.

Key words: regime change, public service reform, service quality, and customer satisfaction.

Student ID: 2014-23749

Abbreviations and Acronyms

ACP	Annual Corporate Plan
GGC	Good Governance Committee
GGF	Good Governance Framework
GSPA	Graduate School of Public Administration
IPC	Internal Policy Committee
MQR	Minimum Qualification Requirement
MTA	Ministry of iTaukei Affairs
NCBBF	National Council for Building a Better Fiji
OFI	Opportunity for Improvement
PCCPP	People's Charter for Change, Peace and Progress
PSC	Public Service Commission
PSR	Public Service Reform
QCC	Quality Control Circle
QPA	Quarterly Performance Assessment
RDSSSED	Roadmap for Democracy and Sustainable Socio-Economic Development
RFMF	Republic of Fiji Military Forces
SEA	Service Excellence Award

SFCCO	Strategic Framework for Change and Coordinating Office
SMB	Senior Management Board
SNER	State of the Nation and Economy Report
SOP	Standard Operating Procedure
TIs	iTaukei Institutions
TLFC	iTaukei Lands and Fisheries Commission
WTDP	Workforce Training and Development Plan

Annexation

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Chapter 1

Background

1.1 Introduction

Governments plan and implement Public Service Reforms (PSRs), an intervention tool that is aimed at transforming the public service to become more responsible, dynamic and efficient. PSRs in Fiji emerged since the late twentieth century (Appana: 2011: 72), yet in 2008, Fiji's State of the Nation and Economy (SNE) Report heavily criticized the Fijian civil service as being ineffective and inefficient, combined with a lack of established service standards, transparency and accountability, ineffectual leadership, and low productivity¹. The Peoples Charter for Change, Peace and Progress (PCCPP) was then formulated to address these issues, outlining eleven key pillars that were aligned to the findings and recommendations of the SNE Report. This initiative was the core agenda of the military regime that took over government in 2006, headed by the then RFMF Commander, Commodore Bainimarama.

The Ministry of iTaukei (indigenous) Affairs (MTA) together with the other iTaukei Institutions (TIs) has come under scrutiny over the last decade. A paper on the GGF presented at the MTA IPC meeting in 2013 re-emphasized that the SNE Report had specifically queried the

¹ 2008 State of the Nation and Economy Report, p. 238

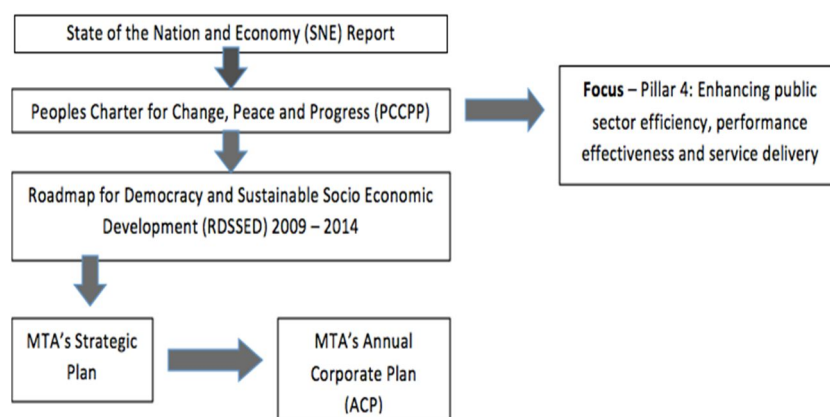
effectiveness of indigenous institutions under the various legislations in fulfilling their mandate for the good governance and well being of the iTaukei². The 2008 SNE report then made eight recommendations including the development and implementation of a good governance framework for financial management, accountability, transparency and management systems.

Since 2009, the MTA has implemented various reform initiatives intended to fulfill the objectives of Pillar 4, i.e. enhancing public sector efficiency, performance effectiveness and service delivery. This study, thus, centers specifically on Pillar 4 – related reforms that the Ministry of iTaukei Affairs (MTA) have implemented in order to achieve efficiency, performance effectiveness and service delivery. The study, thus, investigates the extent to which these reforms have improved service quality and whether or not it has consequently led to an increase in customer satisfaction, using the SERVQUAL model.

Figure 1 below illustrates the structure as to how Pillar 4 was brought about in Fiji's five year (2009 – 2014) governmental agenda, under the military regime, specifying the focus of this research.

Figure 1: Fiji Government Framework (2009 - 2014)

² IPC Paper No. 24/2013: Re-establishment of the Good Governance Committee, p. 1



1.2 Statement of the Problem

The MTA has undergone a number of reforms between 2009 and 2014 ever since the current government administration (Bainimarama government) took over in 2007. From the many reforms implemented, this study centers solely on Pillar 4–related reforms that the MTA had implemented to enhance its efficiency, performance effectiveness, and service delivery. These reforms included the following:

- a. Effective application and enforcement of merit-based appointments;
- b. Compulsory training of Staff at all levels;
- c. Improvements in systems and processes through compilation and continuous revision of SOPs,
- d. Implementation of PMS;
- e. Formulation of MTA Service charter; and
- f. Participation in SEA and QCC.

The SFCCO's report on MTA's average annual performance rating for

the period 2010 – 2014 was 88.33 per cent, rated as *very good*. On the one hand, it is admirable to note MTA's performance achievements over the past five years. On the other hand; however, MTA's participation in the Service Excellence Award (SEA) framework has singled out the absence of analyzing customer satisfaction, a quite significant indicator in terms of measuring service quality, specifically given the various reform initiatives that had been implemented. The MTA SEA Feedback reports compiled by different teams of evaluators for the period 2009 – 2014 simultaneously highlighted the need for analyzing customer satisfaction as an opportunity for improvement (OFI). Analysis of customer satisfaction seemed to be the focus of attention identified by all teams of evaluators, stating the need for customer engagement in 2012³, little evidence of customer feedback in 2013⁴, and evaluating customer feedback to determine the root cause of customer dissatisfaction in 2014⁵.

As clearly outlined above, analyzing customer satisfaction has been an issue of focus each year, between the period 2009 – 2014, recommended as an opportunity for improvement (OFI); however, the efforts taken by MTA to address this concern has been scant.

³ MTA SEA Feedback Report (2012), p. 5

⁴ MTA SEA Feedback Report (2013), p. 5

⁵ MTA SEA Feedback Report (2014), p. 22

1.3 Justification of the Study

Service delivery improvement research has attracted a lot of scholarly attention globally (Ahmed *et al.*, 2005; Reinikka and Stevenson, 2004; 2003; Foley, 2008). According to Lymperopoulos *et al.* (2006); Walker *et al.* (2008); and Al-Eisa and Alhemound (2009), an upsurge of studies in customer satisfaction in the service sector in both developed and emerging market economies had been witnessed over the past two decades. Feedback reports by central agencies in the Fijian government showed that the MTA has had an increasing performance trend over the past five years, since 2010. However, significantly, SEA feedback reports based on the Baldrige Framework, compiled by different teams of evaluators highlighted the need of analyzing customer satisfaction. Searching through the literature thus indicated that no empirical work existed that has investigated the quality of public service delivery and its impact on customer satisfaction in the MTA, following the various reforms that had been implemented. This study intends to contribute to the ongoing search for determining effective strategies to raise public service delivery, service quality and customer satisfaction in the MTA.

1.4 Purpose and Objectives of the Study

The intention of this study to be carried out in the MTA is to specifically examine its service delivery following the reforms that

had been implemented to achieve the objective of Pillar 4 of the PCCPP. More specifically, since the implementation of pillar 4 – related reforms commenced in 2009, the study will focus on the post – 2011 time period and try to ascertain if there has been an improvement in MTA’s service quality and whether this has consequently led to an increase in customer satisfaction, using the SERVQUAL model.

Given the short timeframe, this research focuses only on pillar 4 – related reforms, as follows:

- a. Effective application and enforcement of merit-based appointments;
- b. Compulsory training of Staff at all levels;
- c. Improvements in systems and processes through compilation and continuous revision of SOPs,
- d. Implementation of PMS;
- e. Formulation of MTA Service charter; and
- f. Participation in SEA and QCC.

The study will comprise both aspects of quantitative and qualitative analysis focus.

1.5 Research Objectives

1.5.1 Objectives of the Study

The objectives of this study are therefore to:

- a. Measure the quality of MTA's service delivery (service quality);
- b. Determine whether the reforms have impacted on customer satisfaction with regards to public service delivery; and
- c. Recommend appropriate policies for improving service delivery and increasing service quality and customer satisfaction with public services.

1.5.2 Research Questions

One of the major goals in this study is to use the service quality dimensions to measure the extent of customer satisfaction or dissatisfaction with service delivery in the MTA. Using the SERVQUAL framework, the questions to be addressed in this research are; (i) are employees in the MTA well trained and do they possess the right skills and knowledge to deliver public services (ii) Does the MTA provide customer care through effective feedback and complaint management processes? (iii) Does the MTA provide timely and accurate services? (iv) Are services delivered as and when promised? (v) Do the physical facilities (building, employee appearance, communication equipment, etc.) provided in the MTA convey an environment of quality service? More importantly, have these dimensions of service quality as emanated from the reforms affected customer satisfaction with service delivery in the MTA?

These issues will be investigated in this study through the following questions:

- a. How far has pillar 4 – related reforms contributed to an effective, timely and efficient delivery of public services in the MTA, and
- b. Has the reforms had any impact on customer satisfaction?

These questions have never before received research attention, specifically for the MTA, until now.

1.5.3 Analytical Framework

Dependent and Independent Variables

This study used the SERVQUAL model as, according to Parasuraman *et al.* (1988), has gained canonical status within the Services Marketing literature. According to Narteh (2014: 8), the model assumes that service quality predicated on five independent dimensions of Tangibles, Reliability, Responsiveness, Assurance and Empathy provided by the service provider. Furthermore, the model assumes that service quality is determined by measuring the difference between customer's expectations and actual performance of services delivered along five dimensions. Any apparent observed difference between the expectation and performance for each variable constitutes a gap, which determines the quality of service, defined by

each variable (Narteh: 2014: 9). Wisniewski and Donnelly (1996) stated that the model has enjoyed wide application in a number of service quality studies; one in particular is public administration.

The variables of the SERVQUAL framework is thus used in this study, as outlined below:

1. Tangibles: The appearance of physical facilities, equipment, personnel and communication materials.
2. Reliability: The ability to perform the promised service dependently and accurately.
3. Responsiveness: The willingness to help customers and to provide prompt service.
4. Assurance: The knowledge and courtesy of employees and their ability to convey trust and confidence.
5. Empathy: The provision of caring individualized attention to customers.

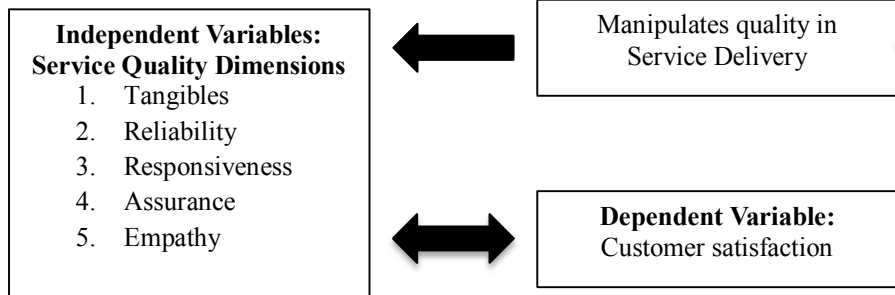
The analytical framework showing the relationship between dependent and independent variables used in this study is illustrated in Figure 2 below:

Figure 2: Analytical Framework



Pillar 4 – Related Reforms Implemented between 2011 – 2014
➔ Enhance efficiency, performance effectiveness and service delivery

- Compulsory training of Staff at all levels
- Effective application and enforcement of merit-based appointments
- Participation in SEA (Baldrige framework)
- Compilation and yearly review of SOPs
- PMS system – QPAs
- MTA Service Charter



1.5.4 Research Hypotheses

The ten (10) hypotheses for this research (using the paired sample t – test) were as follows:

I. Five SERVQUAL Dimensions:

The hypotheses below refer to the comparison of responses for the 40 Participants before and after the reform (Pre and Post 2009).

1. H_0 : customer perception on the tangible dimension does not change after reform.

H_1 : customer perception on the tangible dimension does change after reform.

2. H_0 : customer perception on the reliability dimension does not change after reform.

H_1 : customer perception on the reliability dimension does change after reform.

3. H_0 : customer perception on the responsiveness dimension does not change after reform.

H_1 : customer perception on the responsiveness dimension does change after reform.

4. H_0 : customer perception on the assurance dimension does not change after the reform.

H_1 : customer perception on the assurance dimension does change after the reform.

5. H_0 : customer perception on the empathy dimension does not change after the reform.

H_1 : customer perception on the empathy dimension does change after the reform.

II. Service Quality Gap

The hypotheses below refer to the comparison of responses for the 40 Participants after the reform (Post 2009).

6. H_0 : There is no change in service quality and customer satisfaction in

the post reform period (after 2011) for the tangible dimension

H₁: There is a change in service quality and customer satisfaction in the post reform period (after 2011) for the tangible dimension

7. H₀: There is no change in service quality and customer satisfaction in the post reform period (after 2011) for the reliability dimension

H₁: There is a change in service quality and customer satisfaction in the post reform period (after 2011) for the reliability dimension

8. H₀: There is no change in service quality and customer satisfaction in the post reform period (after 2011) for the responsiveness dimension

H₁: There is a change in service quality and customer satisfaction in the post reform period (after 2011) for the responsiveness dimension

9. H₀: There is no change in service quality and customer satisfaction in the post reform period (after 2011) for the assurance dimension

H₁: There is a change in service quality and customer satisfaction in the post reform period (after 2011) for the assurance dimension

10. H₀: There is no change in service quality and customer satisfaction in the post reform period (after 2011) for the empathy dimension

H₁: There is a change in service quality and customer satisfaction in the post reform period (after 2011) for the empathy dimension

1.6 Limitations of the Study

The critical limitation to this study was not being able to meet the required target of at least 200 respondents, 50% from Nadi and 50% from the MTA Office (Suva). Given time constraints combined with the sluggish and very poor response of completed survey forms (only 5) from the MTA Office, the researcher had to improvise and consider utilizing non-probability sampling methods. This allowed the researcher to work with the available 101 completed surveys carried out in selected villages in the West of the main island (Viti Levu), i.e. in the Ba Province (Fiji's largest province) and one village in the Nadroga/ Navosa province. Another limitation to the study was timeliness in terms of obtaining and collating timely responses from participants. Taking into consideration the distance in geographical location between Fiji and South Korea, it was quite a challenge to gather all the required primary data, especially in conducting survey, thus, the researcher had to seek the assistance of a family member (research assistant) to conduct the survey exercise. The survey had been strategically designed to acquire the much-needed data for this research.

The paper is organized as follows: Chapter 1 which is the introduction briefly explains the objectives of this study; Chapter 2 (i) comprises a brief review of existing literature relevant to the subject of the study, (ii) highlights an overview of how the Pillar 4-related reforms came

into effect and which ones were implemented by the MTA, and (iii) provides the theoretical and (iv) conceptual framework for the study; Chapter 3 outlines and explains the research approach and the methodology used for this study; Chapter 4 provides a presentation and analysis of empirical results; and Chapter 5 discusses the policy implications and concludes.

Chapter 2

Literature Review, Theoretical and Conceptual Framework

This chapter provides the literature review of the study. The first section discusses and summarizes the review of relevant literature in brief. The second section discusses the Public Service in light of the MTA as a significant public service provider. It will also explore the various reforms implemented by the MTA that was intended to bring about efficiency, performance effectiveness and service delivery. The third section defines the single theoretical framework for this study; and the final section discusses the three conceptual frameworks that frame the core of this study.

2.1 Review of Existing Literature

A review of existing literature has shown the positive impacts of public service reforms on service quality and customer satisfaction. Ledema 2003, Knights & Willmott 2004 stated that post-Bureaucratic reform attempts focused on promoting the restructuring of rigid frameworks, innovation, cost cutting techniques and directing priorities to customer demand and quality. Research findings conducted by Narteh (2014: 26) in Ghana's public sector concluded that reform had improved service quality and customer satisfaction in

the reformed agencies than the non-reformed agencies.

Positive correlations between PSR and service quality have been experienced elsewhere. One such country, which implemented similar reforms to Pillar 4 and has achieved profound results, is Malaysia. In Malaysia, for instance, the first phase of PSR saw improvements in its education and training delivery systems to enhance professionalism in the public service. Further to this was the introduction of the clean, efficient and trustworthy administration whereby Civil Servants were required to be more punctual, diligent and efficient in their jobs. Nametags, time clocks and the implementation of Quality Control Circles (QCCs) were also introduced. All these attempts were accompanied by efforts to instill a new sense of ethics and morality amongst public servants. Positive impacts have been visible such as improvements in the quality of services rendered. The PSRs have also brought about the modernization of service counters, resulting in a considerable improvement in service delivery systems and methods. Moreso, Malaysian public agencies are characterized by improved counter services with better facilities and convenient arrangements and continuous attempts were being made to upgrade counter services and ensure that clients receive fast and accurate services in a courteous manner.⁶

⁶ Government Reform: Past, Present, and Future – A Comparative Perspective. *Proceedings of the International Conference for the 50th Anniversary of KAPA (2006)*, pp. 108 – 109

2.1.1 Significance of Measuring Improvements in Service Delivery through Customer Satisfaction

Service delivery improvement research has attracted a lot of scholarly attention globally (Ahmed *et al.*, 2005; Reinikka and Stevenson, 2004; 2003; Foley, 2008). Naz (2009) stated that the main reason for emphasizing service delivery was that the public sector has been slow and unresponsive to the citizens needs in the modern times.

According to Lymperopoulos *et al.* (2006); Walker *et al.* (2008); and Al-Eisa and Alhemound (2009), an upsurge of studies in customer satisfaction in the service sector in both developed and emerging market economies had been witnessed over the past two decades. A paper on Public Service Reform: Measuring and Understanding Customer Satisfaction by Ipsos MORI Research Institute (2002: 1) stated that the heart of any government's strategy for public service reform is that services must be increasingly responsive to the needs and aspirations of their customers. This requires a better understanding of what makes customers satisfied, and how this can be measured.

Dinsdale and Marsden (1999) highlighted the significance of informing the growing interest in measuring satisfaction with public

services. Dinsdale argued that the importance of improving the way we gather perceptions through surveys and our interpretation of the results should not be underestimated: as Dinsdale noted in a review of approaches to customer satisfaction research in Canada “if the importance ... is not immediately apparent, consider how survey results can have a dramatic impact on governments’ agendas for action, the public’s perception of government and public servants’ perceptions of themselves”.⁷

It is important to note that there are a number of features of public sector services that make them different from private sector services, and which can reduce the usefulness of some of the models considered. Firstly, many models of service quality focus on the aim of increasing consumption of services and/or increasing customer loyalty. However, in the public service, these considerations are in theory less relevant, as they are monopoly suppliers whereby customers are required to consume the services (such as regulatory services).

In a multiracial society such as Fiji, the iTaukei make up the most dominant ethnic group, comprising approximately 56.8% of Fiji’s total population⁸. Additionally, majority of iTaukei are custodians of a

⁷ Dispelling Myths and Re-drawing maps, Dinsdale and Marsden, March 1999

⁸ Fiji Demographics Profile 2014, accessed at http://www.indexmundi.com/fiji/demographics_profile.html

large percentage of Fiji's natural resources, as iTaukei land comprises 87 percent⁹ of all the land in Fiji. The MTA, being the line Ministry responsible for the good governance and well being of the iTaukei, thus plays a very crucial role in delivering quality services to Fiji's largest population group. Given the iTaukei social structure and the sensitivity that revolves around land ownership in Fiji, the MTA is challenged to provide services that ensure the needs of the iTaukei are met and their concerns are addressed through key policy issues and programs that are aimed for national development. This, however, does not leave out other non-iTaukei who visit the MTA daily to access relevant services pertaining to their need(s).

2.2 Political Regime Change

Kitschelt (1992) defines political regime as the rules and basic political resource allocations according to which actors exercise authority by imposing and enforcing collective decisions on a bounded constituency. Regime change, on the other hand, is defined as the transition from one political regime to another, especially through concerted political or military action.

For over three decades, the Fiji government has been carrying out public service reforms (PSRs) through changes in government

⁹ According to iTaukei Land Trust Board Corporate Information, accessed at <https://www.tltb.com.fj/>

administration. This time period was a bumpy road for Fiji's economy considering the aftermath of four coups, endemic weaknesses in governance, political interference and the loss of key skills incurred through emigration, and ongoing corruption, which seriously weakened the performance, capacity, independence and professionalism of the Public Sector.¹⁰

The recent political regime change in Fiji took place in 2006 through the military regime headed by the then RFMF Commander Bainimarama, who is also Fiji's current democratically elected Prime Minister. The agenda of the Bainimarama administration was geared towards providing better public relations and forms of governance.

2.2.1 The Need for Recent Reforms in Fiji's Public Service

Since the late twentieth century, PSRs were carried out with attempts to improve efficiency, productivity, accountability and transparency in Fiji's civil service. Again, despite efforts put into its adoption since its inception, the performance, professionalism, productivity, accountability, cost and commitment of the Fiji Public Service continues to be heavily criticized in recent years.¹¹

The unsuccessful reform experiences of the past three decades then

¹⁰ The State of the Nation and Economy Report (2008), p. 66

¹¹ Roadmap for Democracy and Sustainable Socio-Economic Development (2009 – 2014)

urged Fiji's Interim Government (military regime)¹² in October of 2007 to launch a national initiative to *Build a Better Fiji for All* through a Peoples Charter for Change, Peace and Progress (PCCPP).

Since 2007, the current government (*Bainimarama*¹³) administration has brought about many sweeping changes in Fiji's public service. These changes emanated following an in-depth analysis of problems and issues highlighted in the 2008 State of the Nation and Economy (SNE) report¹⁴. The SNE Report then provided a list of recommendations for changes in Fiji's system of government to achieve the overarching objective of *Building a Better Fiji for All*. Moreso, it postulated a platform from which the eleven key pillars of the PCCPP was drawn. These key pillars of the PCCPP filtered down to Fiji's five year *Roadmap for Democracy and Sustainable Socio Economic Development (RDSSSED; 2009 – 2014)* whereby Ministries' key policy objectives and outputs, as stipulated in their respective Strategic Plans (SPs), were aligned to.

2.3 MTA Overview

2.3.1 Pillar 4 – Related Reforms Implemented in the MTA

The objectives of Pillar 4 of the PCCPP were geared towards

¹² January 2007 – September 2014

¹³ Bainimarama's interim regime took over in 2007 until August 2014. His party (Fiji First) also won the 2014 elections.

¹⁴ 2008 State of the Nation and Economy Report, p. 2

enhancing public sector efficiency, performance effectiveness and service delivery. The PCCPP then proposed the following way forward, which were key measures and actions that were to be taken with due priority and urgency all across government:

- a. Compulsory training of civil servants at all levels;
- b. Effective application and enforcement of merit-based appointment;
- c. Introduce Service Charters in all ministries and departments outlining services to be provided and the performance standards to be met;
- d. Meet the peoples' expectations in its service delivery role; and
- e. Have established service standards, effective work systems, effective leadership, transparency and accountability and high productivity.

A. Compulsory Training of Civil Servants at all Levels in the MTA

The MTA's Workforce Training and Development Plan (WTDP) is developed to support the training and up-skilling of employees in the MTA. The document is an essential planning tool that identifies competency gaps and addresses it through training/capacity building programmes to improve and raise the level of staff efficiency, performance effectiveness, and service delivery within the MTA.

Previously, the processes in nominating staff for training in the MTA were normally conducted on an ad hoc basis. As part of its reform, the MTA formulated the WTDP through a holistic approach that is aimed at timely and accurate selection of Officers to attend relevant training. This is aligned to Government's commitment, which stipulates that training and up skilling of Civil Servants is mandatory. Being the Government Agency responsible for the good governance and wellbeing of the iTaukei people, it was imperative that the entire workforce are trained and well equipped through the provision of appropriate training/capacity building programmes to better carry out this important function, as stipulated under the iTaukei Affairs Act (Cap 120). The purpose of the WTDP was to identify training needs to up-skill its Workforce and improve and raise the level of staff efficiency, performance effectiveness and public service delivery.¹⁵

B. Effective Application and Enforcement of Merit-Based Appointments

Appana (2011: 4) argued that effective public administration requires publicly deliberated transparent national decision making, an effective planning and evaluation apparatus, and a merit-based civil service capable of meeting customer quality requirements. Moreso, Appana (2011: 8) highlighted former PSC chairman's (Sakeasi Waqanivavalagi) admitting at a press conference in 2002 that scams,

¹⁵ MTA Workforce Training and Development Plan, pp. 3 – 4

nepotism, favoritism and visible corruption were rife in the Fiji civil service. In its bid to initiate appropriate reform to address this issue, the MTA formulated its HRM Manual, which specifically states that all appointments will be based on merit and selection decisions will be fair, transparent, and impartial and will comply with all relevant policies and guidelines.¹⁶ Appointments in the MTA over the past four years have been strictly based on merit, taking into account the qualification/ academic component, as well as relevant experience, knowledge and skills in the iTaukei language and culture, etc. are also considered.

C. Formulation of the MTA Service Charter

The MTA formulated its Service Charter, which specifies its roles and responsibilities in ensuring that it provides services of the highest quality in order to meet people's expectations in its service delivery role. This is attached as Annexure 1.

D. Established Service Standards, Effective Work Systems, Effective Leadership, Transparency and Accountability and High Productivity

According to the SEA Feedback reports, the delivery of MTA's services is directed through good governance. Moreso, its planning documents are cascaded through its Strategic Plan, Annual Corporate Plan, generic Business Plans, and Individual Work Plans. Additionally,

¹⁶ MTA HRM Manual, p. 4

its senior leaders through the adoption of the GGF are committed to ensure that annual internal audit through the Board of Survey and the audit of capital projects and regular stakeholder consultations and collaborations is continuously conducted to ensure alignment and the successful achievement of its targeted outputs. Furthermore, through a check and balance system of data entries ensures the accuracy, integrity and reliability of data entries for the respective database and the maintenance of reports which is further enhanced through the development of database such as Taukei Institute of Language and Culture [TILC] database, Tracer System for scholarship and computerization of iTaukei Lands and Fisheries Commission to ensure improved service delivery. The MTA designs its work process through its GGF that adopts the eight (8) principles of Participation, Rule of Law, Transparency, Responsiveness, Consensus, Equity Inclusiveness, Effectiveness and Efficiency and Accountability of which SOPs are formulated and reviewed through the QCC and the Good Governance Committee [(GGC) in order to implement its core competencies and ensure consistency in its service delivery.¹⁷

2.3.2 The Good Governance Framework

In 2008 SNE Report specifically queried the effectiveness of the iTaukei institutions, including the MTA, under the various legislations in fulfilling their mandate for the good governance and well being of

¹⁷ MTA SEA Feedback Report (2013), p. 4

the iTaukei (indigenous) population. It then made eight recommendations including the development and implementation of a good governance framework (GGF) for financial management, accountability, transparency and management systems. This saw the implementation of the following GGF initiatives in the MTA, which also contributes to the achievement of goals in Pillar 4:

- a. Improving its systems and processes through the compilation and continuous review of its Standard Operating Procedures (SOPs), which began in 2011; and the
- b. Commencement of GGF Awareness and Training aimed to reinforce its 8 principles and has been ongoing in the MTA since 2011.

E. Performance Management System

The MTA also implemented its PMS, which is now place. This is conducted in two ways; (i) through Divisional performance assessment that is conducted bi-annually (six monthly performance assessment), and (ii) individual (staff) performance assessment, known as QPA (Quarterly Performance Assessment). The QPA is carried out through a one to one consultation between the subordinate and supervisor on a quarterly basis to iron out issues with regards to Staff performance.

2.4 Theoretical Framework

The Accountability Theory

This study has been grounded in the accountability theory. Narteh (2014:4) states that the lack of accountability in the public service delivery chain is the major obstacle to the quality of public service delivery, thus the accountability theory is based on this premise. Kimenyi and Shugart (2006) extended the lack of accountability to include leakage of public funds into private pockets and the laxity of public service providers. Deininger and Mpuga (20014) averred that existing literature have indicated that when customers are provided with better knowledge on how to report inappropriate behaviors of bureaucrats and low service standards, the quality of public service delivery will improve.

Accountability thus connotes the ability to hold public officers or frontline service providers to account for their policies and actions. Moreso, World Bank (2003) states that the accountability theory holds that reforms will improve the quality of public service delivery if they improve accountability along the service delivery chain by strengthening of voice, compact and client power. It is also argued by Ahmed *et al.*, (2005) and World Bank (2003) that accountability relationships in public service occur via long routes where clients or citizens first have to hold public officers responsible for allocating resources to the delivery of the public services while the policy

makers intend to hold the frontline service providers responsible through proper monitoring and control mechanisms for the provision of those services. It has been postulated that a breakdown of accountability along any of these routes could result in poor service quality (Devarajan *et al.*, 2011).

With a strengthened and proper monitoring mechanism in place in the Fijian government, the MTA as well as the other TIs have been closely scrutinized through the various reports provided by the central and monitoring agencies. In the case of the MTA, albeit the good performance ratings over the past 5 years, customer feedback/satisfaction analysis have always been singled out by SEA evaluators as an OFI. Thus, it will be interesting to find out and explain the nature of accountability along the service delivery chain in the MTA and its impact on service quality and customer satisfaction.

2.5 Conceptual Framework

2.5.1 Public Service Reform (PSR)

Public sector reforms are the deliberate interventions made by government at improving public service delivery by reviewing and doing away with negative work practices. In effect, PSR is about strengthening the way the public sector is managed. The public sector may be overextended – attempting to do too much with too few resources. It may be poorly organised; its decision-making processes

may be irrational; staff maybe mismanaged; accountability may be weak; public programs may be poorly designed and public services poorly delivered (Schacter, 2000).

For over two decades, the Fiji government has been carrying out public service reforms (PSRs). This time period was a bumpy road for Fiji's economy considering the aftermath of four coups, endemic weaknesses in governance, political interference and the loss of key skills incurred through emigration, and ongoing corruption, which seriously weakened the performance, capacity, independence and professionalism of the Public Sector.¹⁸ Since the late twentieth century, PSRs were carried out with attempts to improve efficiency, productivity, accountability and transparency in the civil service. Again, despite efforts put into its adoption since its inception, the performance, professionalism, productivity, accountability, cost and commitment of the Fiji Public Service continues to be heavily criticized in recent years.¹⁹ Additionally, despite the various reform initiatives undertaken since the late 20th century, a lasting impact on performance was hard to discern²⁰.

The unsuccessful reform experiences of the past two decades then

¹⁸ The State of the Nation and Economy Report (2008), p. 66

¹⁹ Roadmap for Democracy and Sustainable Socio-Economic Development (2009 – 2014)

²⁰ The State of the Nation and Economy Report (2008), p. 33

urged Fiji's Interim²¹ Government in October of 2007 to launch a national initiative to *Build a Better Fiji for All* through a Peoples Charter for Change, Peace and Progress (PCCPP). The National Council for Building a Better Fiji (NCBBF) then carried out the drafting and formulation of strategic planning documents pertaining to this initiative. These documents have all criticized the Fijian civil service as ineffective and inefficient, combined with a lack of established service standards, transparency and accountability, ineffectual leadership, and low productivity.

In simultaneously criticizing and highlighting existing problems within the Fijian civil service, the NCBBF, in 2008, also proposed a *way forward* to address performance issues which saw Pillar 4, as a solution strategy, placing emphasis on *enhancing public sector efficiency, performance effectiveness and service delivery*.

Over the course of five years (2009 – 2014) since its adoption, visible changes in the MTA with regards to implementing Pillar 4 have been achieved based on reports by monitoring agencies. It is, however, equally important and useful to analyze, not only the feedback from central and monitoring agencies; however, the feedback from customers/ citizens as well, to really gauge the extent of MTA's achievements in terms of how it has fared in its service delivery and

²¹ January 2007 – September 2014

more significantly, satisfying the needs and expectations of its customers.

2.5.2 Service Quality

Quality has come to be recognized as a strategic tool for attaining operational efficiency and improved business performance. This is true for both the goods and services sectors (Mcfarland, J., Ngu, S., & Ki-, A. [2007: 25]). Narteh (2014: 8) defines service quality as the extent to which the delivery of a service meets the customer's expectations and satisfaction; thus, researchers have attempted to measure this using various models. According to Wisniewski (2001), service quality is a concept that has aroused considerable interest and debate in the research literature because of the difficulties in both defining it and measuring it with no overall consensus emerging on either. If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman *et al.*, 1985; Lewis and Mitchell, 1990).

There are a number of different "definitions" as to what is meant by service quality. One that is commonly used defines service quality as the extent to which a service meets customers' needs or expectations (Lewis and Mitchell, 1990; Dotchin and Oakland, 1994; Asubonteng *et al.*, 1996; Wisniewski and Donnelly, 1996). Service quality can thus be defined as the difference between customer expectations of

service and perceived service.

A customer's expectation of a particular service is determined by factors such as recommendations, personal needs and past experiences. The expected service and the perceived service sometimes may not be equal, thus leaving a gap. This study thus uses the SERVQUAL model to measure MTA's service quality along five dimensions. The SERVQUAL model or the 'GAP model' developed by Kevin, Kristine and Berry (1985), highlights the main requirements for delivering high service quality. It identifies five 'gaps' that cause unsuccessful delivery. Customers generally have a tendency to compare the service they 'experience' with the service they 'expect'. If the experience does not match the expectation, there arises a gap. Initially, Parasuraman, Zeithaml and Berry (1985) described ten determinants that they deem to influence the appearance of a gap in the SERVQUAL model: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the customer and tangibles. Later, however, these determinants were reduced to five: tangibles; reliability; responsiveness; service assurance and empathy.

Measurement for Service Quality

As already pointed out, the SERVQUAL model is one such model that has gained canonical status within the Services Marketing

literature (Parasuraman *et al.*, 1988). Service quality studies go back to Parasuraman, Zeithaml and Berry (1985) and their work with SERVQUAL in physical service encounters focusing on possible gaps between customers' expectations and the perceived quality of the actual services. The three authors established five dimensions for which gaps in service quality are measured including tangibles, reliability, responsiveness, assurance, and empathy. Numerous studies support that gaps between expectations and performances are directly related to customer satisfaction or dissatisfaction.

2.5.3 Customer Satisfaction

Customer satisfaction research literature traditionally agrees that service quality is a measure of how well the service level delivered matches customer expectations. Torres and Kline (2006) define customer satisfaction as the individual's perception of the performance of the product or service in relation to expectations. Lewis, Robert and Bernard (1983) argue that delivering quality service means conforming to customer expectations on a consistent basis. Similarly, Olorunniwo *et al.*, (2006) conceptualized customer satisfaction as a customer's fulfillment response following the consumption experience. Customer satisfaction, traditionally, has been viewed as a cognitive – based phenomena (Oliver, 1980; Westbrook, 1987). Moreso, it has also been argued that, affect experienced during the purchase and consumption of a product or

service can equally influence customer satisfaction (Homburg *et al.*, 2006).

According to Lymperopoulos *et al.* (2006); Walker *et al.* (2008); and Al-Eisa and Alhemound (2009), an upsurge of studies in customer satisfaction in the service sector in both developed and emerging market economies had been witnessed over the past two decades. Jamal and Nasser (2002) stated that there is support in the literature to show that service quality is an antecedent to customer satisfaction.

Chapter 3

Research Design and Methodology

This chapter provides the research method and design utilized by the researcher. The research method explains the techniques used to collect data. The research design provides the framework used in the collection and analysis of data. The methodological design served as a guide to the research assistant on the procedures to be followed when interacting with research participants. A conclusion is drawn at the end of the chapter to provide a base for the next chapter.

3.1 Research Methodology

Methodology, according to Silverman (2001), refers to the choices that researchers make about cases to study, the method of data gathering and forms of data analysis, etc. in planning and executing a research study. This study utilized the quantitative method of research through the use of the SERVQUAL model as well as the Qualitative research method, through secondary information and data available.

The Qualitative method was chosen given that the research was intended to develop an in-depth understanding regarding the experiences of MTA reforms that were geared towards achieving efficiency, performance effectiveness and service delivery. As Wisker

(2008) points out, qualitative paradigm is ideal when “we wish to understand meanings, interpretations and/ or to look at, describe and understand intangibles such as experience, ideas, beliefs and values”.

On the contrary, Bryman (2004) defines quantitative research as a research strategy that emphasizes quantification in the collection and analysis of data. Unlike qualitative research where the researcher gets in contact with the people under study, in a quantitative research, such contact is nonexistent due to the types of methods used (Mabomba, A.C: 2012). Therefore, to complement the qualitative method, this study also adopted the quantitative method.

This research was conducted using a mixed research method of descriptive and explanatory research approach as it tries to answer the research question of whether pillar 4-related reforms have really improved service quality and consequently led to an increase in customer satisfaction. Bryman (2006) stated that mixed methods in research are relevant as they provide a detailed study, exploring specific features of each method. Additionally, PREST (2004) denoted that using multiple approaches could capitalize on the strengths of each approach and offset their different weaknesses. Thus, the study on MTA reforms given the integration of research methods would expand the breadth of the study and would likely enlighten the more general debate on reforms in MTA and their impact on service

delivery, specifically with regards to service quality and customer satisfaction.

3.1.1 Qualitative Research Methods

Qualitative data sourced for this study were mainly secondary data. Secondary data analysis is defined as “analysis of data that was collected by someone else for another primary purpose” (Smith, Ayanian, Covinsky, Landon, McCarthy, Wee, and Steinman: 2011). Moreso, Fielding (2004) stated that secondary qualitative data analysis is used for, but not limited to, the continued in-depth analysis of previous data sets, to study additional subsets of original data, and to describe historical/contextual characteristics of populations and societies. Despite the fact that thus far secondary analysis of qualitative data has not been widely undertaken, there have been a few reviews of the approach (Hinds, Vogel and Clarke-Steffen 1997, Thorne 1994). This study therefore utilized non-traditional²² qualitative sources of secondary data from governmental planning documents (2009 – 2014), MTA feedback reports from central agencies, and MTA documentation such as annual reports, policy papers, etc.

²² Non-traditional sources include other sources of data not originally intended for research purposes.

3.1.2 Quantitative Research Methods

Smith (1988) defines Quantitative research as a method that involves counting and measuring of events and performing the statistical analysis of a body of numerical data. Moreso, Matveev (2002: 60) highlighted that the assumption behind the positivist paradigm is that there is an objective truth that exists in the world that can be measured and explained scientifically. Furthermore, Cassell and Symon (1994) argue that measurement for quantitative research is reliable, valid, and generalizable in its clear prediction of cause and effect. Similarly, Matveev (2002: 63) argues that the strengths of the quantitative paradigm are that its methods produce quantifiable and reliable data that are usually generalizable to some larger population. This study, thus, utilized the quantitative method, which allowed the researcher to collect data from the respondents in the numerical format to achieve a high level of reliability and accuracy. The researcher therefore used survey questionnaires to collect quantitative data on service quality and customer satisfaction from respondents who had previously acquired any form of service from the MTA.

3.2 Research Design

A research design is a researcher's plan of how to execute a particular study from identifying the topic to interpreting the results (Schurink: 2009). Furthermore, the purpose of a research design is, 'to enable the researcher to anticipate what the appropriate research decisions

should be so as to maximise the validity of the eventual results' (Mouton: 1996). As suggested by Mouton (2001), the researcher in this study formulated explanatory and descriptive research questions and collected primary and secondary textual data through Qualitative and Quantitative approaches.

The study followed the case study research design, which according to Bryman (2001:47), could be a community, organisation or person. In this research, the study case was about the impact of reforms on service delivery, in terms of service quality and customer satisfaction. Out of 101 participants, 40 respondents (approximately 39.6 %) were those that had visited the MTA and accessed its services prior to the implementation of pillar 4 – related reforms (i.e. pre 2009) and also during the post reform period (2011 – 2014). Their feedback (pre-2009) was thus used for comparison to prove whether the reforms have really improved service quality and increased levels of customer satisfaction.

3.3 Target Population

The target population, according to De vos (2000), refers to the subjects who possess attributes which the researcher wishes to study and a universe of units from which the sample is to be drawn. Bless and Higson-Smith (1995:87) defines a target population as a set of elements on which the researcher focuses and from which the results

obtained by testing the sample can be generalized. In this study, the research population consisted of one hundred and one (101) subjects, who comprised of 9 Students, 17 Salaried Worker, 28 Self-employed, 35 Pensioners, and 10 others.

3.4 Sampling Procedure

The sample method involves taking a representative selection of the population and using the data collected as research information. Frey *et al.* (p. 125) defines a sample as a “subgroup of a population”. Similarly, Berinstein (p. 17) described it as a representative “taste” of a group. The sample should be “representative in the sense that each sampled unit will represent the characteristics of a known number of units in the population” (Lohr 3). Selecting representatives from a large population is thus known as sampling, a powerful and determinative mechanism of the total study as information gained from it is considered as a representative of the total population. It is also very important that sampling frame has to be as comprehensive as possible to minimize information distortion. Babbie (2004) states that a sample consists of elements of a population only considered for the actual inclusion in the study. Mamomba (2012) stated that Shipman (1988:52) concurs with this statement and explains that sampling is a systematic way of choosing a group small enough to study and large enough to be representative of the population under study.

This study, however, utilized the 2 broad types of non-probability sampling methods, namely purposive (or selective) and accidental (or convenience) sampling. Purposive sampling, according to Jupp (2006) is a form of non-probability sampling in which decisions concerning the individuals to be included in the sample are taken by the researcher, based upon a variety of criteria, which may include specialist knowledge of the research issue, or capacity and willingness to participate in the research. Some types of research design necessitate researchers taking a decision about the individual participants who would be most likely to contribute appropriate data, both in terms of relevance and depth. Purposive sampling allows the researcher to choose a case because it illustrates some feature or process in which the researcher is interested in; Silverman (2001:250). The sample was determined in consideration of the fact that some participants, who had previously accessed MTA services, might be outside of their homes/ villages during the survey exercise and considering time constraints, it might be difficult to reach them, and that the researcher's work commitments might not allow a second round of survey.

3.4.1 Sample Size

In this study, the researcher was confronted by the fact that it was not possible to collect data from everyone in the research population.

Given time constraints to conduct the survey, combined with the sluggish and very poor response of completed survey forms (only 5) from the MTA Office, and the geographical distance between Fiji and South Korea, it was only prudent for the researcher to conduct the survey using non-probability sampling methods. According to the Web Centre for Social Research Methods, non-probability sampling does not necessarily mean that the samples are not representative of the population; however, it cannot depend upon the rationale of probability theory. Moreso, in applied social research there may be circumstances where it is not feasible, practical or theoretically sensible to do random sampling, thus, a wide range of non-probabilistic alternatives are considered²³.

Non-probability sampling represents a valuable group of sampling techniques that can be used in research that follows qualitative, mixed methods, and even quantitative research designs. Researchers following a quantitative research design often feel that they are forced to use non-probability sampling techniques because of some inability to use probability sampling (e.g., the lack of access to a list of the population being studied).²⁴

²³ Web Centre for Social Research Methods, accessed at <http://www.socialresearchmethods.net/kb/sampnon.php>

²⁴ Laerd dissertation, accessed online at <http://dissertation.laerd.com/non-probability-sampling.php#step4>

In utilizing a combination of both purposive and accidental sampling, the research assistant was able to conduct surveys to a total of 101 respondents. Majority of the respondents represented 16 villages (*Koro*) and 9 Districts (*Tikina*) in the Ba Province (Fiji's largest province). The minority group from the sample population represented 1 village and 1 district in the Nadroga/ Navosa province. In addition to this, the provinces of Ra, Namosi, and Naitasiri were also represented as a very small number of respondents from the sample population were originally from these provinces, however, have resided in villages that were being surveyed. A table, summarizing the list of villages and districts represented in this study is appended as Annexure 2.

3.4.2 Data Collection Instruments

This is a process whereby a researcher gathers empirical data of a historical, documentary or statistical nature. Mouton (1996:110) observes that this process is accomplished through various methods and techniques of observation such as interviewing, content analysis and document analysis. According to Layder (1993:54), there are several instruments that can be used to collect data, among which are interviews, questionnaires, surveys and attendance records. This study thus undertook the following approaches to gather relevant data and information needed.

Survey Questionnaires

The SERVQUAL instrument was adopted to measure service quality and customer satisfaction in the MTA. This was intended to demonstrate the “gap” between customers’ expectations and their perceptions. The survey questionnaire was thus administered to a distinct group of respondents. This was conducted through carrying out (i) purposive sampling whereby the survey targeted only those who had previously visited the MTA and had, in the past, sought for any form of MTA services and (ii) accidental (or convenience) sampling whereby the respondents residential location were chosen given the ease of access to the Research Assistant. The survey questionnaire used in this study comprised of three parts: Part I contained questions about profiles of the respondents including name, village, district, occupation, gender, educational level and age group. Part II included the expectations (E) and perceptions (P) of respondents based on the five dimensions of the SERVQUAL model, i.e. tangibles, reliability, responsiveness, assurance and empathy. There were a total of 23 statements under the five dimensions for both expectations and perception. Each statement was measured on a five – point Likert scale ranging from “1 = strongly disagree” to “5 = strongly agree” and the respondents were asked to rate their expectations and perceptions of each items under the five dimensions in terms of MTA’s service delivery. The developed questionnaire was pilot-tested by 10 civil servants who had previously sought for

services rendered by the MTA, not as public officials but as customers seeking personal MTA services. These were the 10 Fijian public officials who were also graduate students in South Korea.

Furthermore, the researcher appointed a research assistant who carried out a face-to-face survey with the sample population of one hundred and one (101) participants. The duration of the survey lasted for two weeks.

Documentation

The researcher utilized primary and secondary data in this study with the intention to understand the impact of pillar 4 – related reforms on service quality and customer satisfaction. Although primary data is very crucial in achieving concrete results in a research, secondary sources are also important as they broaden the understanding of the key concepts, theories and empirical results. The secondary data sources used in this research included several books, research literature, journals, government plans and reports such as the SNER, PCCPP, RDSSD, SP, ACP, AR, SFCCO, SEA and so forth.

3.4.3 Data Collection and Analysis

Survey questionnaires adopted from the literature on the modified

SERVQUAL instrument was used to gather data from participants. The data collection process lasted for two weeks.

3.5 Ethical Considerations

To uphold and respect the dignity and confidentiality of responses from all participants, the research was carried out in a manner that ensured that all information gathered orally and through documents were treated with utmost confidentiality and was used for the sole purpose of this research. The respondents were thoroughly briefed about the purpose of the research and the manner in which the methodology were to be carried out. In this case, a letter (translated into the iTaukei vernacular) was issued to each respondent, outlining the purpose of the study and what was required of them in order to complete the survey questionnaire. In most instances, respondents were briefed about the topic and aims of the research that they may also gain insight into the whole purpose of the study. The letter issued to survey participants is attached as Annexure 3.

3.6 Conclusion

The Research design and methodology were scientifically followed in this chapter. Data was collected from participants following the face-to-face SERVQUAL survey exercise. The choice of questionnaires was influenced by the need to assist the research assistant to acquire all the necessary information from the participants. The

questionnaires were structured to promote uniformity across all the respondents and to provide a guide to participants on how to respond to a question. The survey questionnaire is attached as Annexure 4. The next chapter deals with presentation and analysis of data.

Chapter 4

Presentation and Analysis of Data

The presentation and analysis of data below utilized a combination of both qualitative and quantitative data analysis methods. Qualitative analysis data were sourced from available secondary sources such as the MTA feedback reports provided by the SFCCO and the SEA Evaluators, annual reports, SMB monthly reports, WTDP, and so forth.

4.1 Qualitative Analysis

4.1.1 Calibre of MTA's Workforce

This study tried to answer the question as to whether MTA employees were well trained and whether they possessed the right skills and knowledge to deliver MTA services. Overall, employees without an undergraduate qualification dominate the caliber of MTA's total workforce with approximately 85 per cent. This means that only about 14 percent (approximately) of MTA's total workforce holds an undergraduate degree. Furthermore, in terms of years of experience in the civil service, the most dominant group were those with just over 5 years (approximately 42 per cent).²⁵

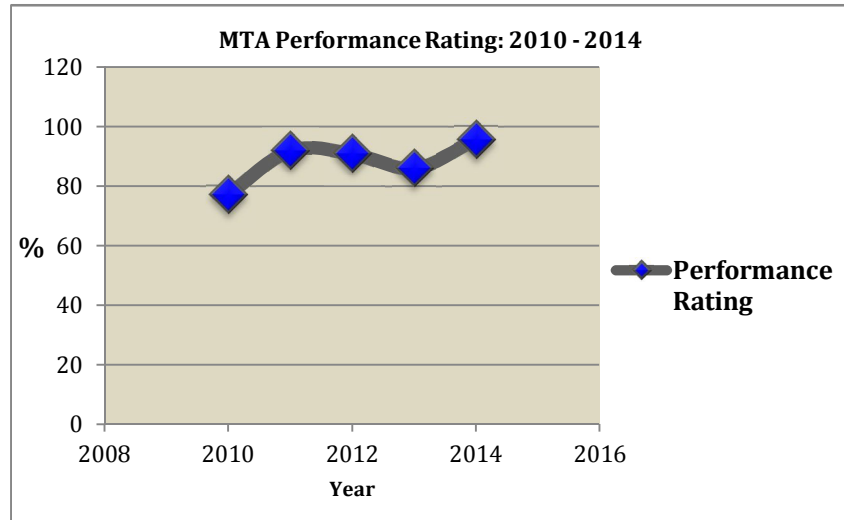
²⁵ MTA Workforce Training and Development Plan (2013 – 2016), Workforce Capability (Skills and Competency Audit), pp. 14 – 52

However, with *compulsory training of civil servants at all levels* as a way forward of pillar 4, implemented by the MTA in 2010, its officers at all levels have undertaken appropriate short courses and service exams from time to time as part of its staff up-skilling and capacity building. This was further boosted through the formulation of its WTDP and thus has been a continuous commitment exercised by the MTA.

4.1.2 MTA Performance: 2010 – 2014

Between the periods 2010 and 2014, the MTA has not only achieved most of its annual targets; however, has also undergone a lot of reforms to bring about improvements in its performance and service delivery. The MTA's annual performance achievements between 2010 and 2014, monitored by the SFCCO, showed an average annual performance rating of 88.33 per cent. The average performance rating percentage is classified as *very good* (i.e. between 80 – 89 percent) according to SFCCO's performance rating classification. The monitoring done by the SFCCO is; however, based on MTA's outputs and outcomes in respect of its ACP implementation. Figure 3 below shows the MTA's annual performance ratings from 2010 to 2014.

Figure 3: MTA Performance Rating by SFCCO (2010 - 2014)



Source: Data extracted from SFCCO Reports for MTA: 2010 - 2014

4.1.3 Analysing Customer Feedback as an OFI

On the one hand, it is admirable to note MTA's performance achievements over the past five years. On the other hand; however, MTA's participation in the Service Excellence Award (SEA) evaluation over the past 6 years (2009 – 2014) has singled out the absence of gauging customer feedback (satisfaction and dissatisfaction), a quite significant indicator of service quality, specifically following the various reforms that had been implemented for the same period. The MTA SEA Feedback reports compiled by different teams of evaluators for the period 2009 – 2014 simultaneously highlighted the need for analyzing customer satisfaction, dissatisfaction and feedbacks in resolving customer problems, etc. Thus, to answer the second question as to whether or

not the MTA had been providing customer care through effective feedback and complaint management processes, it is evident from MTA's SEA Feedback reports that this is an area of lax within the MTA, and therefore, needed to be strengthened.

4.1.4 MTA's Participation in the Fiji Civil SEA

In Fiji's progress report regarding the implementation of the PCCPP, some achievements to Pillar 4 had been visible and one in particular was the SEA.²⁶ Since, 2009, the MTA has participated in the Fiji Civil Service Excellence Award (SEA). The Fiji Civil SEA Framework is based on the Malcolm Baldrige National Quality Award Framework and is the only formal recognition of performance excellence for both public and private organisations.²⁷ The purpose of MTA's participation was to enhance its productivity through improved standards of work performance to respond to current challenges, align resources and adopt integrated management systems such as the QCC. More generally, the intention was to see visible improvements in its efficiency, performance effectiveness; and service delivery, which again relates to Pillar 4. A summary of MTA's achievements in participating at the SEA is highlighted in Table 1, below.

²⁶ Progress Report on the Implementation of the PCCPP, p. 8

²⁷ Source: Wikipedia, accessed at https://en.wikipedia.org/wiki/Malcolm_Baldrige_National_Quality_Award

Table 1: Summary of MTA's SEA Achievements (2009 - 2014)

Year	Recognition (Award)
2009	Commitment
2010	Commitment
2011	Achievement
2012	Achievement
2013	Achievement
2014	Achievement

4.2 Quantitative Analysis

The discussion and results below is based on the responses obtained from the 101 participants who had previously acquired MTA services, more specifically in the MTA's iTaukei Lands and Fisheries Commission (TLFC).

4.2.1 Descriptive Profile of Respondents

The demographic profile consisted of two parts, which corresponded to the pre-reform (before 2009) and the post-reform period (after 2011). Out of the total 101, 40 respondents (approximately 39.6%) had previously visited the MTA prior to the implementation of Pillar 4 – related reforms (i.e. before 2009) and had thus given their perception of MTA services. Nevertheless, all the 101 respondents had visited and acquired MTA services during the post-reform period, i.e. 2011 – 2014. A descriptive breakdown of the data revealed that in

all 70 males (approximately 70.3%) and 31 females (approximately 29.7%) took part in the survey. The results indicate that the bulk of the respondents (about 39%) were those above 50 years, followed by those within the ages of 21 – 30 years (26%). The remaining 35% comprised of 17 respondents (approximately 16.8%) within the ages of 31 – 40, 16 respondents (approximately 15.8%) within the ages of 41 – 50 and the least group of 3 respondents (3%) who were below 20 years. Majority of the sample were pensioners (approximately 27.7%) followed by self-employed personalities (approximately 25.7%) and salaried workers (approximately 17.8%). Again, the demographic data revealed that most of the respondents were people of the working class. Although majority of the sample were secondary and primary school leavers, who may have indicated that, they do not fully understand the fundamental purpose of the research. In addressing this issue, the survey questionnaire was translated in the iTaukei (Fijian) vernacular and the survey exercise was conducted and guided by the research assistant, who thoroughly briefed the respondents on the purpose of the research and the requirements thereof. The descriptive profile of respondents is shown in Table 2.

Table 2: Descriptive Profile of Respondents

Profile	Measurements	Frequency	Percent
Age	Below 20 years	3	3.0
	20 – 30 years	26	25.7
	31 – 40 years	17	16.8
	41 – 50 years	16	15.8
	Above 50 years	39	38.6
	Total	101	100.0

Gender	Male	70	70.3
	Female	31	29.7
	Total	101	100.0
Educational level	Primary	37	36.6
	Secondary	41	40.6
	Diploma	5	5.0
	Undergraduate	5	5.0
	Postgraduate	3	3.0
	Other	10	9.9
	Total	101	100.0
Occupation	Student	9	8.9
	Salaried worker	18	17.8
	Self - employed	26	25.7
	Pensioner	28	27.7
	Other	20	19.8
	Total	101	100.0

4.2.2 Reliability Analysis

Reliability analysis was conducted on the 10 sets of items to measure the internal consistency of the items loaded onto each factor. Tables 3 and 4 below show that the Cronbach's alpha values for all the 10 components were in excess of the required 0.5 criterion for reliability, which, according to Nunally (1978), meets the requirements for basic survey research. As a consequence, a cut-off value of 0.5 was used to measure reliability and all the themes were accepted. Thus, the five dimensions for expectations and perceptions were accepted thus utilized for analysis. Furthermore, Tables 3 and 4 shows the mean and standard deviation of all variables measuring expectations and perception.

Table 3: Descriptive Statistics - Reliability Analysis for Customer Expectation

Descriptive Statistics: Reliability Analysis for Customer Expectation				
	Mean	Std. Deviation	N	Cronbach
Tangibles				
Modern looking equipment	4.83	.584	101	0.8917
Physical facilities visual appealing	4.82	.537	101	
Employees appear visibly neat	4.82	.555	101	
Clean service area	4.89	.398	101	
Visually appealing materials (MTA brochures, etc.)	4.78	.687	101	
Reliability				
Provide services as promised	4.76	.709	101	0.9506
Phone line is always clear and easy to reach	4.72	.763	101	
Updated website	4.82	.607	101	
Demonstrate sincere interest in solving problems	4.79	.622	101	
Perform the service right the first time	4.82	.669	101	
Error free records	4.83	.679	101	
Responsiveness				
Give prompt services to customer	4.76	.650	101	0.9540
Tell customers exactly when services will be performed	4.80	.548	101	
Willingness to help the customer	4.82	.518	101	
Never too busy to respond to customers' requests	4.73	.799	101	
Assurance				
Employees' behaviour instil confidence in customers	4.85	.517	101	0.925145312
Customers feel safe in their transaction with MTA	4.86	.425	101	
Employees are consistently courteous with customers	4.87	.440	101	
Employees have good knowledge to answer customer queries	4.89	.398	101	
Empathy				
Individual attention	4.85	.477	101	0.894498942
Convenient operating hours	4.86	.470	101	
Have customers' best interest at heart	4.84	.463	101	
Understand customers' specific needs	4.86	.491	101	

Table 4: Reliability Analysis - Customer Perceptions

Descriptive Statistics (Customer Perception)				
	Mean	Std. Deviation	N	Cronbach
Tangibles	4.25	1.053	101	0.6751
Modern looking equipment	4.21	1.003	101	
Physical facilities visual appealing	4.24	.981	101	
Employees appear visibly neat	4.46	.742	101	
Clean service area	4.17	1.040	101	
Reliability				
Reliability	3.59	1.150	101	0.7477
Provide services as promised	3.55	1.109	101	
Phone line is always clear and easy to reach	3.49	1.262	101	
Updated website	4.09	1.123	101	
Perform the service right the first time	3.93	1.116	101	
Error free records	4.23	1.067	101	
Responsiveness				
Give prompt services to customer	3.52	1.254	101	0.8526
Tell customers exactly when services will be performed	3.66	1.194	101	
Willingness to help the customer	4.02	1.095	101	
Never too busy to respond to customers' requests	3.79	1.071	101	
Assurance				
Employees' behaviour instil confidence in customers	4.38	.773	101	0.829069476
Customers feel safe in their transaction with MTA	4.29	.898	101	
Employees are consistently courteous with customers	4.26	.868	101	
Employees have good knowledge to answer customer queries	4.25	1.014	101	
Empathy				
Individual attention	4.27	.893	101	0.79097471
Convenient operating hours	4.22	1.128	101	
Have customers' best interest at heart	4.27	.926	101	
Understand customers' specific needs	4.43	.804	101	

4.2.3 Correlations of Service Quality Variables

Table 5 below presents results of two-tailed Pearson correlation coefficients that indicate the level to which service quality variables are correlated. All the expectation variables are correlated at 99% significance level, indicating that they are basically measuring the same theme – expectation. The same is true for the perception variables.

Table 5: Correlations of Service Quality Variables

Correlations of Service Quality Variables											
		Mean Tangible Expectation	Mean Reliability Expectation	Mean Responsiveness Expectation	Mean Assurance Expectation	Mean Empathy Expectation	Mean Tangible Perception	Mean Reliability Perception	Mean Responsive Perception	Mean Assurance Perception	Mean Empathy Perception
Mean Tangible Expectation	Pearson Correlation	1									
Mean Reliability Expectation	Pearson Correlation	.927**	1								
Mean Responsiveness Expectation	Pearson Correlation	.796**	.897*	1							
Mean Assurance Expectation	Pearson Correlation	.894**	.925*	.795**	1						
Mean Empathy Expectation	Pearson Correlation	.818**	.870*	.858**	.844*	1					
Mean Tangible Perception	Pearson Correlation	.099	.075	.046	.083	.003	1				
Mean Reliability Perception	Pearson Correlation	.066	.072	.005	.089	.003	.636**	1			
Mean Responsive Perception	Pearson Correlation	.042	.084	-.004	.068	.031	.473**	.719**	1		
Mean Assurance Perception	Pearson Correlation	.206*	.220*	.144	.243*	.158	.624**	.703**	.629**	1	
Mean Empathy Perception	Pearson Correlation	.101	.115	.089	.078	.076	.693**	.672**	.613**	.860**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

4.2.4 Statistical Significance: Paired Sample T – Test

Part I: Hypothesis Test for Before and After Reform (40 Respondents)

The paired t-test was used to compare two population means. In this case, the comparison was made between the “before reform” (before 2009) perception and “after reform” (after 2011) perception of the 40 respondents given H_0 (null hypothesis) and H_1 (alternative hypothesis – sample observations are influenced by some non-random cause) for each of the five dimensions of the SERVQUAL model (as listed in section 1.5.4). Thus, given the two samples, the observations in one sample are **paired** with observations in the other sample, as a measure of the paired samples t-test. Tables 6 – 10 below shows the paired sample t – test for each of the 5 SERVQUAL dimensions.

Table 6: Hypothesis Test - Tangible Dimension (Pre and Post Reform)

Paired Samples Test									
		Paired Differences				t	df	Sig. (2-tailed)	
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower				Upper
Pair 1	Ave_TAN before 2009 Ave_TAN after 2011	-1.23500	.48121	.07609	-1.38890	-1.08110	-16.232	39	.001

Table 7: Hypothesis Test - Reliability Dimension (Pre and Post Reform)

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 Ave_REL before 2009 Ave_REL after 2011	-1.19525	.47878	.07570	-1.34837	-1.04213	-15.789	39	.001

Table 8: Hypothesis Test - Responsiveness Dimension (Pre and Post Reform)

Paired Samples Test

	Paired Differences					t	df	Sig. (2- tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 Ave_RES before 2009 Ave_RES after 2011	-1.16250	.43688	.06908	-1.30222	-1.02278	-16.829	39	.001

Table 9: Hypothesis Test - Assurance Dimension (Pre and Post Reform)

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 Ave_ASR before 2009 Ave_ASR after 2011	-1.20000	.49094	.07763	-1.35701	-1.04299	-15.459	39	.001

Table 10: Hypothesis Test - Empathy Dimension (Pre and Post Reform)

Paired Samples Test									
		Paired Differences				t	df	Sig. (2-tailed)	
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower				Upper
Pair 1	Ave_EM before 2009 Ave_EM after 2011	-1.14375	.46989	.07430	-1.29403	-.99347	-15.395	39	.001

Hypothesis (Table 6) – Tangible Dimension (Pre 2009 and Post 2011)

H_0 : the tangible dimension does not affect Service quality and customer satisfaction after reform.

H_1 : the tangible dimension does affect Service quality and customer satisfaction after reform.

Hypothesis (Table 7) – Reliability Dimension (Pre 2009 and Post 2011)

H_0 : the reliability dimension does not affect Service quality and customer satisfaction after reform.

H_1 : the reliability dimension does affect Service quality and customer satisfaction after reform.

Hypothesis (Table 8) – Responsiveness Dimension (Pre 2009 and Post 2011)

H_0 : the responsiveness dimension does not affect Service quality and

customer satisfaction after reform.

H₁: the responsiveness dimension does affect Service quality and customer satisfaction after reform.

Hypothesis (Table 9) – Assurance Dimension (Pre 2009 and Post 2011)

H₀: the assurance dimension does not affect Service quality and customer satisfaction after the reform.

H₁: the assurance dimension does affect Service quality and customer satisfaction after the reform.

Hypothesis (Table 10) – Empathy Dimension (Pre 2009 and Post 2011)

H₀: the empathy dimension does not affect Service quality and customer satisfaction after reform.

H₁: the empathy dimension does affect Service quality and customer satisfaction after reform.

Based on Tables 6 - 10 above, in order to test whether or not the hypothesis is statistically significant, it is important to first find out the significance (sig.) value. In statistical significance, the rule of thumb states that the P value is only statistically significant if it is less than alpha (α); where $\alpha = 0.05$, i.e. $P < 0.05$. As can be seen from Tables 6 – 10 above, the P values are 0.001, thus, less than alpha (0.05)

or $P \text{ value} < \alpha$ (i.e. $0.01 < 0.05$). It can then be concluded that the null hypothesis (H_0) is rejected for each of the dimension whilst the alternative hypothesis (H_1) is accepted. Therefore, according to Tables 6 – 10 above, H_1 is accepted given that it is statistically significant at 99% confidence level.

Part II: Hypothesis Test for Service Quality Gap (P-E)

The paired samples t-test was also used to compare two population mean, in this case, the comparison was made between the expectations and perception after reform (after 2011) of the 40 respondents given H_0 and H_1 for each of the five dimensions of the SERVQUAL model (as listed in section 1.5.4). Again the results indicated that the p values were < 0.05 for the first 4 dimensions, thus, H_0 was rejected and H_1 was accepted for each of the four dimensions. The fifth dimension (empathy) alone had a p value > 0.05 (i.e. 0.238). In this case, the result for the Empathy dimension is not statistically significant and consequently, there is a failure to reject the null hypothesis (H_0). This is a form of Type I error²⁸. Tables 11 – 15 below shows the results of the paired samples t – test for each of the 5 SERVQUAL dimensions.

Hypothesis – Tangible Dimension (E and P after 2011)

H_0 : There is no change in service quality and customer satisfaction in

²⁸ Type I error is a type of error that occurs when a null hypothesis is rejected although it is true. The error accepts the alternative hypothesis, despite it being attributed to chance. Also referred to as a "false positive."

the post reform period (after 2011) for the tangible dimension

H₁: There is a change in service quality and customer satisfaction in

the post reform period (after 2011) for the tangible dimension

Table 11: Hypothesis - Tangible Dimension (P - E after 2011)

Paired Samples Test								
	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 TAN (P-E) – after 2011	.23000	.32518	.05142	.12600	.33400	4.473	39	.000

Hypothesis – Reliability Dimension (E and P after 2011)

H₀: There is no change in service quality and customer satisfaction in

the post reform period (after 2011) for the reliability dimension

H₁: There is a change in service quality and customer satisfaction in

the post reform period (after 2011) for the reliability dimension.

Table 12: Hypothesis - Reliability Dimension (P - E after 2011)

Paired Samples Test								
	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 REL (P-E after 2011)	.42100	.60489	.09564	.22755	.61445	4.402	39	.000

Hypothesis – Responsiveness Dimension (E and P after 2011)

H₀: There is no change in service quality and customer satisfaction in the post reform period (after 2011) for the responsiveness dimension

H₁: There is a change in service quality and customer satisfaction in the post reform period (after 2011) for the responsiveness dimension.

Table 13: Hypothesis - Responsiveness Dimension (P - E after 2011)

Paired Samples Test								
	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 RES (P – E after 2011)	.31250	.78600	.12428	.06113	.56387	2.515	39	.016

Hypothesis – Assurance Dimension (E and P after 2011)

H₀: There is no change in service quality and customer satisfaction in the post reform period (after 2011) for the assurance dimension

H₁: There is a change in service quality and customer satisfaction in the post reform period (after 2011) for the assurance dimension

Hypothesis – Empathy Dimension (E and P after 2011)

H₀: There is no change in service quality and customer satisfaction in the post reform period (after 2011) for the empathy dimension

H₁: There is a change in service quality and customer satisfaction in the post reform period (after 2011) for the empathy dimension

Table 14: Hypothesis - Assurance Dimension (P - E after 2011)

Paired Samples Test								
		Paired Differences				t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference			
					Lower Upper			
Pair 1	ASR (P – E after 2011)	.16250	.29716	.04698	.06747 .25753	3.459	39	.001

Table 15: Hypothesis - Empathy Dimension (P - E after 2011)

Paired Samples Test								
		Paired Differences				t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference			
					Lower Upper			
Pair 1	EMP (P – E after 2011)	.08750	.46185	.07302	-.06021 .23521	1.198	39	.238

According to Table 15 above, the **p-value is greater than alpha** ($p > 0.05$), **thus there is a failure** to reject the null hypothesis, meaning that the result is statistically non-significant (n.s.).

4.2.5 Service Quality Gap Analysis

The basic gap analysis model used in SERVQUAL has three distinct elements: -rating what an ideal or excellent service should have; -rating how an individual service provider performs on this; in top-level dimensions are - assigning a weight to how important the determining overall satisfaction. The model gives rise to the proposition that the gap (G) for a particular service quality factor is:

$$G = P (\text{Perceptions}) - E (\text{Expectations})$$

A negative gap (as shown in Table 16 below) implies that customer expectations are not being met, and the larger the gap, the larger the gulf between what the customer wants and what they actually receive.

Table 16: Service Quality Gap for the 40 Respondents (Pre 2009 and Post 2011)

Dimension	Expectation (Mean)	Perception before 2009	Percepti on after 2011	Gap before 2009	Gap after 2011
Tangibles	4.895	3.4300	4.6650	-3.43	-0.23
Reliability	4.875	3.2590	4.4543	-1.616	-0.4207
Responsive ness	4.7938	3.3188	4.4813	-5.2807	-0.3125
Assurance	4.9313	3.5688	4.7688	-1.3625	-0.1625
Empathy	4.86875	3.6375	4.7813	-1.23125	-0.08745

According to the mean data for ‘Tangibles’ shown in Table 16 above, the perceived service quality mean score prior to the reform (pre 2009) was 3.43. The mean score after the reform (post 2011), however, was

higher, i.e. 4.665. It can thus be concluded that the tangible aspect of the MTA has improved after 2011 following the reforms and that it has made some progress to improve the customers' level of satisfaction. The same is true for the remaining four dimensions as can be seen in Table 16, above.

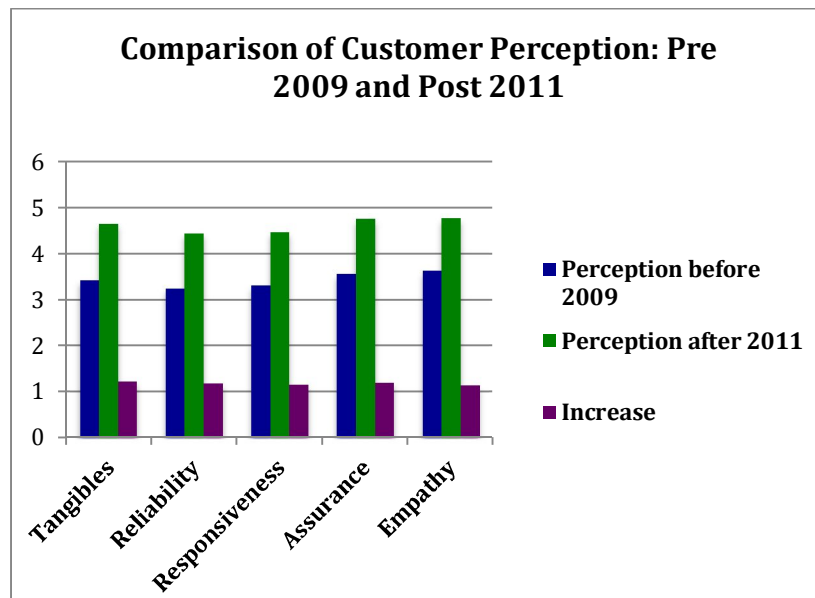
It is important to note that the gap between perception and expectation has been narrowed after 2011, as shown in Table 16, above. Albeit the negative gap after 2011, the levels of service quality and customer satisfaction have increased. A comparison of customer perceptions for the 40 respondents before 2009 and after 2011 is illustrated in Table 17 and Figure 4.

Table 17: Comparison of Customer Perception Before 2009 and After 2011

Dimension	Perception before 2009	Perception after 2011	Increase
Tangibles	3.4300	4.6650	1.235
Reliability	3.2590	4.4543	1.1953
Responsiveness	3.3188	4.4813	1.1625
Assurance	3.5688	4.7688	1.2
Empathy	3.6375	4.7813	1.1438

A graphical illustration of Table 17 above is shown in Figure 4, below.

Figure 4



As can be seen from Figure 4 above, the average customer perceptions for each of the five dimensions have increased after 2011 than compared to customers' experience and perceptions for the period before 2009. This clearly indicates that service quality has somewhat improved simultaneously with an increase in customer satisfaction. The tangible dimension recorded the highest increase. The assurance dimension recorded the second highest increase, followed by reliability, responsiveness and lastly, empathy.

4.2.6 Customer Perception Ranking – Post 2011

This study also sought to answer whether the MTA had been providing timely and accurate services and whether these services were delivered as and when promised. The SERVQUAL model used was based on 5 dimensions and a total of 23 statements under these

dimensions. In ranking customers' perception for the post 2011 period, prompt services (statement 12) and the provision of services at the promised time (statement 6) were ranked 22nd and 20th (on average) respectively.

Additionally, another question that this study sought to answer was whether the MTA conveyed an environment of quality service through the provision of its physical facilities, such as building, employee appearance, communication equipment, and so forth. This question referred more specifically to Dimension 1: Tangibles. In terms of customers' perception ranking for the post 2011 period, clean service area (statement 4) was ranked 1st overall, having had the highest average score of 4.45. Modern looking equipment (statement 1), visually appealing of physical facilities (statement 2) and employees appearing visibly neat (statement 3) were ranked 7th, 12th and 9th respectively. Table 20 shows customers' perception ranking for the post 2011 period, in terms of average for each statement.

4.2.7 Variation by Number of Visits

Table 18: Number of Visits After 2011

Age	No. of Respondents	No. of Visit
> 50 years	23	More than once
41 – 50 years	12	More than once
31 – 40 years	13	More than once
21 – 30 years	10	More than once
< 20 years	3	Just once
Total	61	

Table 19: Number of Visits for the 40 Respondents - Pre 2009 and Post 2011

Pre 2009		
Age	No. of Respondents	No. of Visit
> 50 years	16	More than once
41 – 50 years	4	More than once
31 – 40 years	4	More than once
21 – 30 years	16	More than once
Post 2011		
Age	No. of Respondents	No. of Visit
> 50 years	13	More than once
	3	More than 3 times
41 – 50 years	4	More than once
31 – 40 years	3	More than once
	1	More than 3 times
21 – 30 years	9	More than once
	7	More than 3 times
> 50 years	16	More than once

As can be seen from Tables 18 and 19 above, 98 respondents (approximately 97 per cent) had visited and accessed MTA services more than once. Hence, it can be said that customer perception of MTA's service quality has not only increased; however, this variation avoids biased or distorted information.

Table 20: Customers' Perception Ranking (Post 2011)

Statement	Rank
DIMENSION 1: TANGIBLES	
MTA had modern looking equipment.	7
MTA had their physical facilities visually appealing	12
MTA had employees who appear visibly neat	9
MTA had their service area clean	1
MTA had visually appealing materials associated with the service, containing detailed information, etc. (e.g. pamphlets/	13

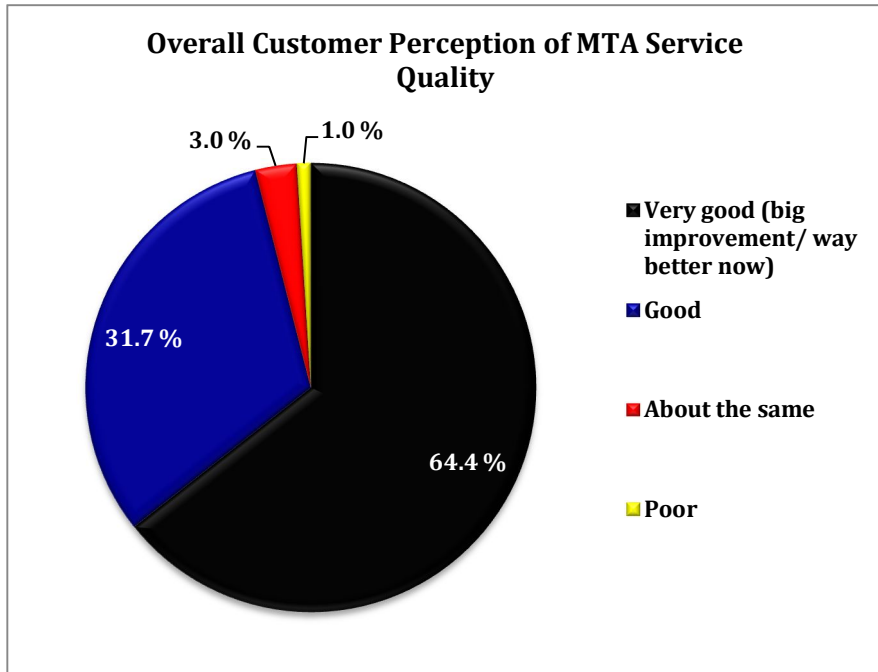
Statement	Rank
brochures, books, etc.)	
DIMENSION 2: RELIABILITY	
MTA provided services at the promised time, i.e. well within the process period	19
MTA have their phone line clear and I find it easy to reach them.	20
MTA have their website updated with all necessary information required by me and anyone that uses their service	22
MTA showed sincere interest in solving my problem.	14
MTA performed the service right the first time.	16
MTA insisted on error free records.	10
DIMENSION 3: RESPONSIVENESS	
Employees of an excellent Ministry will give prompt service to customers.	21
MTA have employees who tell customers exactly when services will be performed.	18
MTA have employees who were always willing to help me.	15
MTA employees were never too busy to respond to my request(s).	17
DIMENSION 4: ASSURANCE	
MTA employees' behavior instilled confidence in me	3
I feel safe in my transactions with the MTA.	4
MTA employees are consistently courteous towards me	6
MTA employees have a good knowledge to answer my questions.	8
DIMENSION 5: EMPATHY	
MTA employee gave me individual attention.	5
I find their operating hours very convenient.	11
MTA employees' have our best interest at heart.	5
MTA Staff understood my specific needs.	2

4.2.8 Customers' Overall Current Perception of MTA Service Quality

Figure 3 below shows the percentage of overall current perception on MTA's service quality by all the 101 respondents. From the 101 respondents, 65 (approximately 64.4%) highly rated MTA's service quality (i.e. 5 on the Likert scale) implying that service quality is very good (i.e. big improvement/ way better now); 32 (approximately 31.7

per cent) say it is good; 3 (approximately 3%) say it is about the same and 1 (approximately 1%) was not sure.

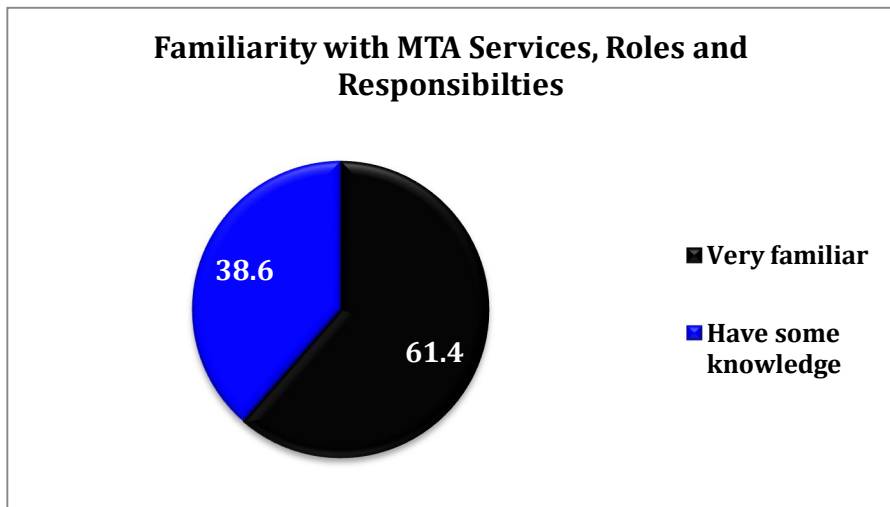
Figure 3: Customers' Perception of MTA Service Quality Overall



4.2.9 Familiarity with MTA Services, Roles and Responsibilities

Figure 4 below shows the population's response in terms of how well they are familiar with MTA services and the roles and responsibilities of each division. From the population of 101 respondents, 62 customers (approximately 61.4 %) said that they were very familiar whereas the remaining 39 customers (approximately 38.6 %) said that they had some knowledge. Furthermore, the responses indicated that none of the participants had little or no knowledge regarding MTA services, roles and responsibilities.

Figure 4: Familiarity with MTA Services, Roles and Responsibilities



Chapter 5

Conclusion

This chapter provides a summary of findings from the study and also draws the conclusion of the researcher based on tested variables of the study.

5.1 Policy Implications

5.1.1 MTA's Service Quality

The conclusion from this study is that service quality and customer satisfaction have increased following the implementation of pillar 4 – related reforms, as evident in the comparison of SERVQUAL responses of the 40 respondents between the pre-2011 and post 2011 period. The negative gap after 2011, however, implies that customer expectations have not yet been met at 100 per cent. Nevertheless, considering service quality, it can be concluded that the service quality gap has narrowed following the reforms than compared to the pre-reform period (before 2009). Improvement in service quality has thus led to an increase in customer satisfaction.

Overall, the study has shown that customers' perception of MTA's service quality has improved (way better now) compared to experiences they have encountered in the past in acquiring MTA services. In addition, all the respondents were either very familiar

with or had some knowledge of MTA's services, roles and responsibilities. This implied that none of the respondents had little or no knowledge of the MTA in terms of its services, roles and responsibilities.

5.1.2 Calibre of MTA Staff

As already pointed out, officers who neither hold an undergraduate nor a postgraduate qualification, dominate the caliber of MTA's total workforce. The dominating cohort comprise of Officers who have either acquired a diploma, certificate or high school level qualification. It was also found that approximately 42 per cent of MTA's total workforce had only just over 5 years of work experience in the civil service.

5.1.3 Implementation of Other Pillar 4 Reforms

As already highlighted in Chapter 2, appointments in the MTA over the past four years have been strictly based on merit, taking into account the qualification/ academic component and relevant work experience. Knowledge and skills in the iTaukei custom, tradition, and language, etc. are also considered. This is carried out in accordance with the provisions set out in the MTA HRM Manual. Furthermore, through its GGF initiative, the MTA is able to improve its systems and processes through continuous review of its SOPs, participation in QCCs, and the existence of a PMS mechanism in place.

5.2 Conclusion and Recommendations

5.2.1 Conclusion

The above provides a strong justification to urge the MTA to take a second look at the reforms that began in 2009. There is a strong need to review and continue with pillar 4 – related reforms in the MTA through improvements in weak areas, albeit the PCCPP and RDSSSED was only a five year plan (2009 – 2014).

MTA Feedback reports from central and monitoring agencies have shown very good performance ratings over the past 5 years. However, it is equally significant that the MTA undertake customer satisfaction surveys so as to gauge the extent of its service quality and also being accountable to the citizens by ensuring that their needs and expectations are met. In as far as the literature on service management in the public sector is concerned, the study concludes that there is no single framework for measuring service quality in the public sector. Some authors have used the SERVQUAL scale while others have developed new scales to measure service quality in the public sector (Kimenyi and Shughart, 2006). Therefore, the MTA may consider customizing and extending the existing SERVQUAL model to be tailored to suit MTA's needs in obtaining comprehensive data/information from its customers and strategize for improvements in its future service delivery. The concept of measuring the difference

between expectations and perceptions in the form of the SERVQUAL gap score proved very useful for assessing levels of service quality, specifically after the implementation of pillar 4 – related reforms. Parasuraman *et al.*, argue that, with minor modification, SERVQUAL can be adapted to any service organization. They further argue that information on service quality gaps can help management diagnose where performance improvement can best be targeted. The largest negative gaps, where expectations are high, imply prioritization of performance improvement. Equally, if gap scores in some aspects of service do turn out to be positive, implying expectations are actually not just being met but exceeded, then this allows managers to review whether they may be "over-supplying" this particular feature of the service and whether there is potential for re-deployment of resources into features which are underperforming

The important question of why service quality should be measured can be answered in the fact that measurement allows for comparison before and after changes, for the location of quality related problems and for the establishment of clear standards for service delivery. Edvardsen *et al.* (1994) stated that, in their experience, the starting point in developing quality in services is analysis and measurement. The SERVQUAL approach, which has been studied in this paper, is the most common method for measuring service quality.

In conclusion, knowing how customers perceive service quality and being able to measure service quality can benefit the MTA in quantitative and qualitative ways. Measuring service quality can provide specific data that may be used in quality management; hence, allowing the MTA to be able to monitor and maintain quality service. Assessing service quality and better understanding how various dimensions affect overall service quality would enable MTA to efficiently design its service delivery processes by identifying strengths to provide better service. Generally speaking, the study of service quality is both important and challenging. Future efforts should continue to advance the understanding of the concept and the means to measure and improve service quality in the MTA. Finally, there is no point in measuring service quality if one is not willing to take appropriate action on the findings.

5.2.2 Recommendations

Customer satisfaction focus requires a fundamental change in organisational culture. Albeit MTA's good performance ratings, achievements, combined with an increase in service quality following this study, enormous work still lies ahead. MTA must apply customer satisfaction principles in practice, policy, staffing, and management strategies throughout the organisation. In other words, customer satisfaction must be embedded throughout the MTA not only as a goal but as an expectation as well. To achieve this, the following are issues

that may require attention:

- a. Continuous improvement loops, i.e. routinely monitoring customer satisfaction through using and analysing customer feedback to develop and fine tune strategies that will contribute to an on-going system of improvement in the MTA.
- b. On-going training supported by supervision and coaching, i.e. applying customer satisfaction practices within the MTA would involve a systematic focus on the skills, attitudes, and support of its staff thus appropriate training, combined with a strong superior-subordinate relation is a must. It is also important to consider that workforce morale may change from time to time due to various factors hence superiors' play a key role in supporting their subordinates through supervising and coaching.
- c. Sustaining progress and momentum even when leadership changes, i.e. staff turnover are inevitable and efforts to strengthen staff may seem difficult but it is critical. Existing literature have shown that customer satisfaction ultimately comes down to staff and customer perception of staff and the service they offer. Leadership therefore will be a critical force for raising the visibility, commitment and impact of the effort towards prioritising improved service quality and customer satisfaction.
- d. Modifying the SERVQUAL model for future use, i.e. designing a more simple, appropriate and user friendly SERVQUAL survey through customization and extension of the existing SERVQUAL

model to be tailored to suit MTA's needs in obtaining comprehensive data/ information from its customers so as to strategize for improvements in its future service delivery.

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Annexation

ANNEXURE 1

MTA SERVICE CHARTER

Introduction

The Ministry of iTaukei Affairs is responsible for the *‘Good governance and well being of the iTaukei people’* as stipulated in the iTaukei Affairs Act (Cap 120) and it provides the leadership role in the pursuit of the vision *‘An enlightened VANUA for a progressive Fiji’*. Due to the continuing modernization of the iTaukei Administration, the Ministry of iTaukei Affairs is therefore charged to develop, implement, and monitor programmes for the good governance and welfare of the iTaukei people. This service charter has been prepared in response to the governments Service Excellence requirement under the Civil Service Reform initiative to enhance public service efficiency and productivity, where all government bodies providing services to the public develop individual charters.

This issue of the Ministry of iTaukei Affairs service charter has been developed by the Ministry of iTaukei Affairs CSD staff through consultation with other departments within the Ministry. We at the Ministry of iTaukei Affairs want to make sure that the services we provide are what you need and are provided according to Fiji’s Public Service values and code of conduct.

We also wish to ensure that our services are provided to your satisfaction and assure you that our staffs take pride in the contribution that their work makes towards the protecting, promoting and upholding of the integrity of *iTaukei* customs and traditions and to the economic, social, environmental and general well being of the *iTaukei* society and Fiji as a whole.

Who We Are

- ✓ A Fiji government agency with linking offices in the 14 provinces throughout Fiji (Provincial Offices) directly administered under the iTaukei Affairs Board (IAB).
- ✓ Fiji government agency responsible for developing, implementing and monitoring programmes for the good governance and welfare of the iTaukei people.
- ✓ The link between government and the various units of the iTaukei Administration.
- ✓ The custodian of the official records of *iTaukei* intellectual properties and various registers.
- ✓ The judiciary for all *iTaukei* disputes on land, customary fishing grounds and traditional headship titles.
- ✓ The facilitator, advocator of the iTaukei and Rotumans languages and cultures.
- ✓ The facilitator for the training and developing of *iTaukei* technical skills and services in the rural sectors of Fiji.
- ✓ The administrator of the scholarship awards for eligible *iTaukei* and

Rotuman students.

What We Do – We

- ✓ Assist in the implementation of affirmative action programmes for iTaukei
- ✓ Promote the maintenance of iTaukei Cultural Heritage
- ✓ Promote the participation of iTaukei in business
- ✓ Assist in the capacity building skills and training of iTaukei
- ✓ Ensure the greater efficiency and effectiveness of the institutional governance framework of the iTaukei Administration
- ✓ Implement Government's overall public sector reform agenda and in particular to strive for increased efficiency of systems and increased transparency and accountability in the conduct of the business of the Ministry.
- ✓ Assist with the sustainable development of iTaukei lands to facilitate broader economic growth and stability.
- ✓ Promote the increased interaction of all ethnic groups.
- ✓ Initiate consultations on appropriate legislations to promote and protect iTaukei aspirations

Our Services to You

We provide the community with the legal and constitutional framework on matters pertaining to iTaukei issues.

You can access our services through:

- ✓ The Internet at <http://www.iTaukeiaffairs.gov.fj>
- ✓ Our Staff at the following Offices listed below.
- ✓ Telephone.
- ✓ Government Information Referral Centre [GIRC]

What You Can Expect From Us**Quality – We Will**

- ✓ Protect, promote and uphold the integrity of iTaukei customs and traditions;
- ✓ Treat you with respect and courtesy, maintaining confidentiality where required;
- ✓ Be transparent and accountable in the conduct of our business;
- ✓ Be clear and helpful in our dealings with you, giving reasons for our decisions;
- ✓ Act with care and diligence as we prepare a response, behaving honestly and with integrity in accordance with the Public Service Commission Code of Conduct;
- ✓ Free ourselves from all forms of discrimination;
- ✓ Refer enquiries we cannot answer to an appropriate source;
- ✓ Present our information clearly using plain iTaukei and English wherever required, understandable graphics and statistics or other means relevant to your needs, being sensitive and mindful of the diversity of the iTaukei public;

- ✓ Ensure that our recorded telephone, fax, web services are kept up-to-date with the latest information products;
- ✓ Ensure that our website is easy to use and well set out; and
- ✓ Ensure that we deliver our services at the highest standards of professional integrity

Responsiveness – We Will Endeavour To

- ✓ Deal with your enquiries and complaints quickly and effectively;
- ✓ Answer your phone calls promptly, and ensure that unattended phones in operational service areas are re-directed or provided with an answering service; and
- ✓ Reply to your letters, faxes and e-mails within 2 days – on more complex issues, our initial reply will give you an estimate of the time a full response will take, and the cost, if any.

Accessibility – We Will Be Available

- ✓ For dialogue and other enquiries on all issues concerning the iTaukei on working days (Monday – Thursday) from 8.00am to 4.30pm and Friday from 8.00am to 4.00pm at our offices; and
- ✓ Service Improvements

We Aim To

- ✓ Ensure that the accuracy and quality of our services meets International standards as required under the UN Declaration on the Rights of iTaukei peoples and also meets the national standards as stipulated in the 1998

Constitution and iTaukei Affairs Act;

- ✓ Further improve procedures for monitoring development of iTaukei implemented projects and businesses;
- ✓ Upgrade the ways in which we deliver our services, in line with improvements in technology and the changing needs of the iTaukei community;
- ✓ Make access to our services easier and more convenient, particularly for people with special needs and from remote areas; and
- ✓ Develop a more streamlined system of handling your enquiries and feedback on our services.

We Undertake To

- ✓ Publish information accurately to show our transparent decisions;
- ✓ Provide explanations when our services do not meet acceptable standards of quality, timeliness or accuracy; and
- ✓ Monitor our performance against standards set in this Charter, and publishes the results in our annual Report and other publications, which are available on request from the Ministry of iTaukei Affairs Head Office and Provincial Offices.

How We Will Be Accountable

We undertake to:

- ✓ Provide explanations when our services do not meet acceptable standards of quality, timeliness or accuracy; and

- ✓ Monitor our performance against the standards set in this Charter; and publishes the results in our Annual Report and other publications, which are available on request. Performance information will also be provided on our Web site.

How You Can Help Us

We will welcome your views and comments as a vital ingredient to help us monitor and improve the relevance and quality of our service to the community. We will also consider all suggestions fully and promptly in our planning for service improvement and, wherever possible, we will respond immediately. We may occasionally seek your input to random surveys of how the community perceives our services and what services they need, including assessments of our performance from time to time. To help us give you the best possible service, we request that, if you are not satisfied with our services, you:

- ✓ Advise us of your needs; and
- ✓ Tell us about the difficulties you are experiencing with regards to the services we provide you.

If You Want Help – Contact

General Services Enquiries

1st Floor, ITaukei Trust Fund Building Complex (North Wing)

87 Queen Elizabeth Drive, Suva Phone: (679) 3100 909

Fax : (679) 3308 761

ITaukei Scholarship Affairs

Ground Floor, ITaukei Trust Fund Building Complex (North Wing)

87 Queen Elizabeth Drive, Suva

Phone: (679) 3100 909

Fax: (679) 3300 198

ITaukei Land & Fisheries Commission

1st Floor, ITaukei Trust Fund Building Complex (North Wing)

87 Queen Elizabeth Drive, Suva Phone: (679) 3100 909

Fax : (679) 3308 761

iTaukei Language & Culture

1st Floor, ITaukei Trust Fund Building Complex (North Wing)

87 Queen Elizabeth Drive, Suva Phone: (679) 3100 909

Fax : (679) 3308 761

ITaukei Lands Appeal Tribunal

2nd Floor, ITaukei Trust Fund Building Complex (North Wing)

87 Queen Elizabeth Drive, Suva Phone: (679) 3100 909

Fax : (679) 3312 530

ITaukei Development Programmes

2nd Floor, ITaukei Trust Fund Building Complex (North Wing)

87 Queen Elizabeth Drive, Suva Phone: (679) 3100 909

Fax : (679) 3100 632

ANNEXURE 2

LIST OF DISTRICTS AND VILLAGES

Province (Yasana)	No.	District (Tikina)	No.	Village (Koro)	No. of Participants	Total
Ba	1	Nadi	1	Nakavu	5	
			2	Namotomoto	3	
			3	Narewa	1	
			4	Saunaka	5	14
Ba	2	Nalotawa	5	Navilawa	4	4
Nadroga/ Navosa	3	Namataku	6	Nausori	16	16
Ba	4	Nawaka	7	Namulomulo	1	
				Nawaka	5	
				Vatutu	12	18
Ba	5	Sabeto	8	Korobebe	12	12
Ba	6	Sikituru	9	Moala	2	
			10	Sikituru	3	
			11	Yavusania	8	13
Ba	7	Vaturu	12	Nagado	12	12
Ba	8	Viwa	13	Naibalebale	2	2
Ba	9	Vuda	14	Abaca	2	2
Ba	10	Yakete		Yaloku	1	1
Others	Nadi residents from other provinces				7	7
Total number of participants						101



TO WHOM IT MAY CONCERN

RE: Request for Completion of Survey

My name is Asenaca Wotta, a Master's student at Seoul National University in South Korea. I am currently conducting a research on the reforms implemented under Pillar 4 of the Peoples Charter and its impact on service quality in the Ministry of iTaukei Affairs.

I therefore humbly request your time and cooperation in completing the attached survey. Kindly take note that the information needed is for academic purposes only, and will be treated as such. All personal information of respondents will be treated as highly confidential. Please be assured that practices of ethical conduct will be applied during and after completion of this exercise.

Your honest and transparent response to the questions will be greatly appreciated.

Yours Sincerely,

Asenaca Wotta (Researcher)

Email: a1l2k3w4@gmail.com

Ministry of iTaukei Affairs (MTA)

Service Quality Survey

Survey Number:

Division visited:

I. Customer Profile

- Name: _____ - Occupation: Student
- Village/ District: _____ Salaried Worker
- Province: _____ Self-employed
- Residential Address: _____ Pensioner
- Other

- Gender:	Male	Female
- Education:	Primary	Secondary
	Diploma	Undergraduate
	Postgraduate	
	Other	

- Age group: < 20
- 21 – 30
- 31 – 40
- 41 – 50
- > 50

II. Servqual Questionnaire

<p>Customers' Expectations of MTA</p>	<p>This section of the survey deals with your opinions/expectations of the MTA. Please show the extent to which you think the MTA should possess the following features, as listed from 1-23 below. What the researcher is interested in is a number that best shows your expectations about the MTA in offering its services.</p> <p>You should rank each statement as follows:</p> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 20px;"> <div style="text-align: center;">Strongly disagree</div> <div style="text-align: center;">Strongly agree</div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> 1 2 3 4 5 </div>
--	--

Statement	Score
For MTA, to be an excellent service provider, it will:	
DIMENSION 1: TANGIBLES	
Have modern looking equipment	
Have their physical facilities visually appealing	
Have employees who appear visibly neat	
Have their service area clean	
Have visually appealing materials associated with the service,	

Statement	Score
containing detailed information, etc. (e.g. pamphlets/ brochures, books, etc.)	
DIMENSION 2: RELIABILITY	
Provide services at the promised time. For e.g. the service is ready after 5 working days if they promised it would be ready or if the process duration takes 5 working days.	
Have their phone line clear and easy to reach.	
Have their website updated with all necessary information required by anyone that uses their service	
Show sincere interest in solving a problem when a customer has one.	
Perform the service right the first time.	
Insist on error free records.	
DIMENSION 3: RESPONSIVENESS	
Give prompt service to customers.	
Tell customers exactly when services will be performed.	
Have employees who will always be willing to help customers.	
Have employees who will never be too busy to respond to customers' requests.	
DIMENSION 4: ASSURANCE	
Have employees whose behaviour instils confidence in customers	
Have customers who will feel safe in their transactions with them.	

Statement	Score
Have employees who will be consistently courteous with customers	
Have employees with good knowledge to answer customers' questions.	
DIMENSION 5: EMPATHY	
Give customers individual attention.	
Have operating hours convenient to all their customers.	
Have their customers' best interest at heart.	
Understand the specific needs of their customers.	

<p>Customers Perceptions of MTA's Service Quality (After 2011)</p>	<p>The following statements relate to your feelings about the MTA. Please show the extent to which you believe the MTA has the feature described in the statement. Here, the researcher is interested in a number from 1 to 5 that shows your perceptions about the MTA. Note that this section only includes your perceptions if you have recently visited the MTA recently (i.e. 2011 – 2014)</p> <p>You should rank each statement as follows:</p> <table> <tr> <td>Strongly</td><td>Strongly</td></tr> <tr> <td>Disagree</td><td>Agree</td></tr> </table>	Strongly	Strongly	Disagree	Agree
Strongly	Strongly				
Disagree	Agree				

	1	2	3	4	5
--	---	---	---	---	---

	Statement	Score
	DIMENSION 1: TANGIBLES	
1	MTA had modern looking equipment.	
2	MTA had their physical facilities visually appealing	
3	MTA had employees who appear visibly neat	
4	MTA had their service area clean	
5	MTA had visually appealing materials associated with the service, containing detailed information, etc. (e.g. pamphlets/ brochures, books, etc.)	
	DIMENSION 2: RELIABILITY	
6	MTA provided services at the promised time, i.e. well within the process period	
7	MTA have their phone line clear and I find it easy to reach them.	
8	MTA have their website updated with all necessary information required by me and anyone that uses their service	
9	MTA showed sincere interest in solving my problem.	
10	MTA performed the service right the first time.	
11	MTA insisted on error free records.	
	DIMENSION 3: RESPONSIVENESS	
12	Employees of an excellent Ministry will give prompt service to	

	Statement	Score
	customers.	
13	MTA have employees who tell customers exactly when services will be performed.	
14	MTA have employees who were always be willing to help me.	
15	MTA employees were never too busy to respond to my request(s).	
	DIMENSION 4: ASSURANCE	
16	MTA employees' behavior instilled confidence in me	
17	I feel safe in my transactions with the MTA.	
18	MTA employees are consistently courteous towards me	
19	MTA employees have a good knowledge to answer my questions.	
	DIMENSION 5: EMPATHY	
20	MTA employee gave me individual attention.	
21	I find their operating hours very convenient.	
22	MTA employees' have our best interest at heart.	
23	MTA Staff understood my specific needs.	

III. Further information

- Did you ever visit the MTA before 2009? If No, please go on to Q3. If yes, please indicate the number of times you visited the MTA.

Just once

More than once

More than 3 times

2. Please rate your perception regarding MTA services prior to 2009 using the table below (Perception of MTA Service – Pre 2009).

<p>Customers Perceptions of MTA's Service Quality (Post 2009)</p>	<p>The following statements relate to your feelings about the MTA. Please show the extent to which you believe the MTA has the feature described in the statement. Here, the researcher is interested in a number from 1 to 5 that shows your perceptions about the MTA. Note that this section only includes your perceptions if you have previously visited the MTA (i.e. before 2009)</p> <p>You should rank each statement as follows:</p> <p>Strongly</p> <p>Strongly</p> <p>Disagree</p> <p>Agree</p> <p>1 2 3 4 5</p>
--	---

Statement	Score
DIMENSION 1: TANGIBLES	
MTA had modern looking equipment.	
MTA had their physical facilities visually appealing	
MTA had employees who appear visibly neat	

Statement	Score
MTA had their service area clean	
MTA had visually appealing materials associated with the service, containing detailed information, etc. (e.g. pamphlets/ brochures, books, etc.)	
DIMENSION 2: RELIABILITY	
MTA provided services at the promised time, i.e. well within the process period	
MTA have their phone line clear and I find it easy to reach them.	
MTA have their website updated with all necessary information required by me and anyone that uses their service	
MTA showed sincere interest in solving my problem.	
MTA performed the service right the first time.	
MTA insisted on error free records.	
DIMENSION 3: RESPONSIVENESS	
Employees of an excellent Ministry will give prompt service to customers.	
MTA have employees who tell customers exactly when services will be performed.	
MTA have employees who were always be willing to help me.	
MTA employees were never too busy to respond to my request(s).	
DIMENSION 4: ASSURANCE	
MTA employees' behaviour instilled confidence in me	

Statement	Score
I feel safe in my transactions with the MTA.	
MTA employees are consistently courteous towards me	
MTA employees have a good knowledge to answer my questions.	
DIMENSION 5: EMPATHY	
MTA employee gave me individual attention.	
I find their operating hours very convenient.	
MTA employees' have our best interest at heart.	
MTA Staff understood my specific needs.	

3. Overall, do you think that service quality has improved in the MTA over the years? Please rate your answer by choosing one option below.

1 – Very poor

2 – Poor

3 – About the same

4 – Good

5 – Very good (big improvement/ way better now)

4. How familiar are you with the services and responsibility of each of the four divisions of the Ministry?

I am very familiar.

I have some knowledge.

I am not very familiar at all.

Thank you very much for your time.

국문초록

서비스 품질과 서비스 만족에 대한 피지 원주민부처 행정서비스 개혁의 영향에 대한 연구:

비티 데부 서쪽 10개 구역 사례를 중심으로

Asenaca Leleasiga Kubu Wotta

글로벌행정전공

서울대학교 행정대학원

정부는 공공서비스를 보다 더 책임적, 역동적, 효율적으로 변화시키기
위하기 위한 개입 도구로 행정서비스개혁을 기획하고 실행한다.
20세기 후반부터 피지에서 행정서비스개혁이 등장하였으나 2008년
피지의 국가 경제 보고서는 여전히 피지 행정 서비스가 확립된 서비스
표준, 투명성, 책임성 부족, 비효과적 리더십, 낮은 생산성 등의 이유로
비효율적이고 비효과적이라고 비판하고 있다.

이와 같은 문제를 해결하기 위해 피지 국가경제 보고서의 결론과
제안에 맞추어 11개 주요 주제에 대하여 변화, 평화, 진보를 위한 시민
현장 (PCCPP)이 만들어졌다. 2009년 이후 지난 5년 동안 피지
정부는 PCCPP의 실행을 통해 정부 목표를 달성하기 위해 RDSSED

(2009-2014)와 협력하여 왔다.

본 연구는 이 중에서 4번째 주요 주제에 중점을 두고 있다. 이 주제는 효율성, 성과효과성, 서비스 전달을 달성하기 위해서 2009년부터 2014년까지 시행되었던 피지 내무부의 개혁과 관련이 있다. 따라서 SERVQUAL모델을 이용하여 이러한 개혁들이 서비스 품질을 얼마나 개선시켰는지 그리고 이 개선이 고객만족도의 증가로 이어졌는지에 대해 연구하고자 한다.

데이터 수집을 위해 서베이 조사 연구방법론을 사용하였으며 비확률표본추출방법을 통해 The West of Viti Levu 내 Ba and Nadroga/ Navosa 지방의 열 개 구역에서 101명의 참여자를 선택하였다. 연구자는 두 개의 비확률표본추출방법을 활용하여 표본을 선택하였다. 즉, 1) 피지 내무부에 방문한 경험이 있거나 내무부의 서비스를 필요로 했던 참여자를 대상으로 유의추출법을, 2) 접근 편의성을 고려하여 지역 내 응답자를 편의표본추출법을 이용하였다. 활용 가능한 2차 자료 중에서 기타 양적 및 질적 데이터를 수집하였다.

본 연구는 데이터 분석을 위하여 대응표본 t-검증을 활용하였다. 2009년 이전 피지 내무부 방문자와 2011년 이후 방문자의 응답을 비교하여 표본 평균에 통계적으로 유의미한 차이가 있는 것으로

드러났다. 또한, 서비스 품질에 대한 고객의 인식과 만족도가 개혁 이후, 즉 2009년 이전보다 2011년 이후가, 비교적으로 높은 것으로 나타났다. 이 연구 결과의 정책적 함의와 제안들이 결론에서 제시되었다.

키워드: 레짐 변화, 공공 서비스 개혁, 서비스 품질, 고객만족도

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